



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

EXECUTIVE DBA PROGRAMME STUDENT HANDBOOK



“Turn your Experience into Knowledge and Share it!”

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**BUSINESS
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Welcome to Business Science Institute



Dear DBA student,

Welcome to Business Science Institute! Our Institution was created in 2012-13 by a group of senior academics who wanted to offer experienced business practitioners from across the globe access to a flexible, high-quality doctoral programme of study.

We started the programme with just 3 participants, ... and more than 30 professors!!! Many of the members of this team of professors who put confidence in our project are still with us today, and each year they are joined by an increasing number of colleagues who have heard about our work and are excited to become part of the Business Science Institute community.

Today, this academic community represents a pool of 190 professors, including some 80 who are actively teaching and/or supervising on the programme.

So, more specifically, welcome to the DBA programme! You are also joining a diverse community of participants and alumni from 55 countries and 5 continents, representing a broad range of professions and sectors of activity. We hope this will provide you with exciting opportunities to network and inform your own research work thanks to the experience and expertise our participants and alumni bring to the programme as practitioners.

Our DBA focuses specifically on providing our participants with the framework for a transformative educational experience to facilitate the development of personal, professional and societal impact. Our team of professors will of course have a fundamental role in helping you achieve this.

This is your guide to the DBA programme at Business Science Institute. We recognise your commitment to our Institution and the time you will invest in your DBA programme and research work and playing an active role in our community. The handbook has therefore been structured to above all provide you with the working documents you will need to accomplish your mission here. It also provides you with some short background information on the institution and how it is managed, as well as on the aims of the programme and the learning outcomes you are expected to achieve. You will also find the full programme specification, which includes details of what you will study and how your research work is assessed.

As President of Business Science Institute, I wish you all the best for your DBA studies and for your important contribution to research and impact to business and society. I very much look forward to meeting you soon.

Professor Michel Kalika

Structure of the programme

A flexible and accessible part-time doctoral programme for experienced executives from across the globe.

The Executive DBA programme at Business Science Institute has been designed to be accessible for participants whatever their location or professional context. The programme therefore proposes 2 hybrid learning solutions, including 1 predominantly in-person track (French, English and German-language), and 1 predominantly online tracks (French, English, German, Spanish-language).

This organisation is illustrated below.

AWARD	DELIVERY MODE	LANGUAGE OF INSTRUCTION
Executive DBA	1.PT: Predominantly in-person	French / English / German
	2.PT: Predominantly online	French / English / German / Spanish

Whichever track you follow, the programme aims and intended learning outcomes (ILOs) will be the same, with some minor 'local' differences in terms of course delivery that take into account the specificities of French, English, German and Spanish-speaking teaching and learning cultures.

The overriding principles are also identical. Whatever their background and context, each doctoral student is offered access to a high-level learning experience thanks to teaching and supervision from outstanding, international faculty. The management and programme support teams at Business Science Institute are committed to providing participants with an excellent, individualised and responsive support service that underpins a high-quality academic approach. All tracks have been designed to enable both personal and professional **impact** for doctoral students.

On average, participants can expect to reach the final viva stage within 4 years. The programme is structured into 3 phases, plus a 4th post-qualification phase during which we encourage graduates **to generate further impact through communications and publications**. Graduates who wish to further pursue their research and publish scholarly work are actively supported by the institution through 3 main channels.

Firstly, publishing opportunities with our partner EMS Éditions; see the Business Science Institute Book Collection [web page](#) for examples of books written by Business Science Institute participants and graduates, as well specialist DBA methodology books written by Faculty.

Secondly, broadcasting opportunities with XerfiCanal to develop visibility as a key person of interest in their specialist field and to develop new communication skills promoting knowledge from management research to a wider audience including leading media, political, economic and industry figures. As part of this partnership, a Business Science Institute [YouTube playlist](#) has been created.

Finally, in 2021 the [Impact\(s\) Journal](#) was created and published on the Business Science Institute web site edited by Prof. Nathalie Dubost. This enables graduates to publish the results (and impact) of their thesis in an online format (versions in 3 languages) with a short video, an extended abstract focussing on the impact of their research, and the opinions of examiners. Support, hosting and translation services are funded entirely by the Institution.

The same or similar opportunities are available to professors, many of whom have actively participated in one of the above-mentioned activities. For more details, please contact Professor Michel Kalika: president@business-science-institute.com.

DBA MANAGERIAL IMPACT AWARD: Since 2018, the prize has been awarded to the Business Science Institute student who writes the DBA thesis with the strongest managerial impact. Ever since the creation of Business Science Institute, we have held the unwavering conviction that beyond criteria assessing the overall quality of a thesis, it should also be a piece of work that has managerial impact, creates knowledge for managers and is also useful to them. Our award for managerial impact therefore aims to reinforce and promote what is a major dimension of our DBA students' theses. To reflect the importance of the award for the institution, **the selection process is therefore a collegial one, involving formal input from both the thesis supervisors and examiners** before a final decision is made at Board level. **Since 2023, alumni have also been involved in the process.** Prize winners receive a certificate signed by the Chairman of the Academic Steering Committee (Academic Director) and the President of Business Science Institute. But more importantly, to showcase their work, a video of the winner presenting the main findings of their DBA thesis is filmed and shared by Business Science Institute on social networks and via XerfiCanal. The award ceremony takes place during the Graduation Ceremony at the International Events organised each year in March and September.

PROGRAMME STRUCTURE - PHASE 1

The first phase comprises core modules focusing on research methods and paradigms and how knowledge is viewed across a range of business disciplines. The modules in phase 1 have been designed to help students prepare a 20-page thesis proposal leading to the Certificate of Research in Business Administration (CRBA), for which the oral examination takes place at one of the bi-annual international events. The Certificate is seen as an important first developmental milestone in preparing for the final thesis, offering a unique opportunity for students to present their work not only to experienced examiners, but also to engage with peers from around the world and from various business sectors about their topic, thus



benefitting from a range of different perspectives that are often a valuable source of information and inspiration.

The **5 module** seminars cover the following themes:

1/ Introduction to DBA Studies

This introductory seminar equips students with the tools and approaches that will allow them to effectively undertake the personal process of writing their Executive DBA thesis. The topics covered include:

- Choosing a thesis topic
- Formatting your thesis
- Managing your thesis (including issues related to academic integrity)
- Developing research questions
- Locating research information
- Data collection and processing methods
- Organizing and writing your thesis

2/ and 3/ Thematic Paradigms I and II

Seminars 2 and 3, the thematic paradigm, aim to provide managers with an overview of the current research questions coming from the various fields of management (strategy, marketing, finance, information systems, human resources, etc.). Professors will provide managers with their own personal knowledge of the research field in which they work, the field's current themes, as well as their concrete experience related to research methodology and research execution. Through these two seminars (covering two x 3-day periods), students of the Executive DBA programme will:

- Gain a comprehensive understanding of research questions concerning the management of companies and organizations.
- Grasp the different domains of research, their varying methodologies, and the possible approaches that can be mobilised.
- Identify (according to their own experience or in the interest of their company) a customised research path that will constitute the heart of their Executive DBA thesis.

Participants on the DBA stream in Sustainable Innovation Management follow specific modules in Green & Sustainable Finance, Sustainable Supply Chain Management, Sustainable Marketing Practices, Sustainable International Leadership, Socially Responsible HRM and Sustainable Behaviour in Business.

4/ Qualitative Research Methods

This seminar allows doctoral students working in businesses and organizations to master the qualitative methodologies necessary for the collection and analysis of managerial information. In this seminar, the following subjects are addressed:

- Interviews with/within businesses
- Analysis of managerial discourse
- Clinical analysis
- Content analysis
- Case study, action research, etc.
- Psychological theories
- Critical theories

5/ Quantitative Research Methods

This seminar is designed to familiarise students with the statistical techniques that are useful in analysing data and in carrying out their thesis project, if they choose to use digital data. This seminar's focus is not on mathematical proofs, but rather on the utilization of tools within the context of research protocols. Through the use of examples, notable topics (which employ a number of illustrative examples) include:

- Tests
- Correlations
- Regressions
- Classifications
- Analyses of variance
- Structural equations

The Certificate *viva* is examined at one of the international events held in March and September. Participation is recommended for all course participants, and is an opportunity to network with fellow candidates, graduates and make appointments to benefit from the expertise and support of the Business Science Institute Faculty members. Participants are also invited to attend the final thesis *viva* examinations of students who have reached the end of phase 3 of the EDBA programme.

In phase 1, candidates are also required to send their site or track manager & supervisor (once / if allocated) a written **monthly** progress report on their research project. This offers regular opportunities to exchange with professors and obtain feedback on progress regarding the programme intended learning outcomes.

Please note that Business Science Institute regards high-quality supervision as a key aspect of successful doctoral studies. We have therefore a participant-supervisor tracking system in place offering an overview of participant-supervisor interactions.

PROGRAMME STRUCTURE - PHASE 2

During phase 2, students will conduct field work whilst benefitting from supervisory seminars and regular work with their supervisor that is tailored to their individual study needs.

Supervisory seminars are run for each cohort by 2 professors. Students are required to make a formal presentation of their ongoing research project to their fellow doctoral candidates. The professors provide personalised feedback and a write a report that is sent to the student's supervisor. Since 2022, these modules are recorded so that candidates and their supervisor can review their performance.

PROGRAMME STRUCTURE - PHASE 3

During phase 3, students continue to benefit from the same support and supervision mechanisms as in phase 2 whilst writing up their thesis for oral examination (viva voce) either at the end of the 3rd (phase 3a) or 4th (phase 3b) year depending on the 'readiness' of students (previous DBA or PhD start / already reflected or written about their thesis topic prior to enrolling at Business Science Institute).

DBA students are required to attend all research / supervisory seminars at their local site (in-person cohorts) and online in 11 different destinations worldwide and strongly encouraged to attend the bi-annual events in March and September. The expected time commitment (in addition to seminars and International events) is approximately 15-20 hours per week.

Programme duration and delivery

DBA students have 4 years of formal mandatory seminars to follow (in-person and online), and for those whose professional commitments and/or previous experience of academic writing enable them to work quickly, it is indeed possible to complete the programme within this period whilst maintaining the standards expected at this level of study. Such decisions are subject to a robust approval process piloted by the Academic Steering Committee.

Delivery mode of the programme: The main delivery pattern of the programme for taught components requiring a physical presence (modules and follow-up seminars) involves 3-day seminars either on Thursday, Friday and Saturday, or Friday, Saturday and Sunday. Presence at the Annual International Events is 3 days (Wednesday-Friday). All other components are delivered remotely in a variety of formats.

Milestones for standard completion of the DBA

ENROLMENT APRIL 2024

This section provides an overview of the major milestones and standard timing for completion of the DBA programme for a student registered in April 2024 on a cohort running from 2024-2028.

1.CRBA SEPTEMBER 2025

MILESTONE 1, CRBA: In the first phase of the programme, which may take between 12-18 months depending on the start date, the participant will be required to submit a self-assessment / progress report at the end of each taught component (research seminar). Only once these 5 seminars have been completed, will the participant be authorised to present the Certificate of Research in Business Administration, which in this case will be 17 months after enrolment.

2. WRITING THE THESIS: OCTOBER 2025-SPRING 2028

MILESTONE 2, WRITING THE THESIS: In this phase of the programme, the participant attends three follow-up seminars per year during which they present the progress made in writing the thesis to their cohort and to the professors in charge of the seminar. Professors give the participant individualised feedback on their presentation, and this feedback is also sent to the participant's supervisor to coordinate their support.

3a. SUPERVISOR APPROVAL: SPRING 2028

3a.SUBMISSION TURNITIN ANTI-PLAGIARISM TEST: SPRING 2028

3a.DEADLINE SUPERVISOR APPROVAL: MAY 2028

MILESTONE 3a, SUPERVISOR APPROVAL: The doctoral student submits their thesis to their thesis supervisor, who determines whether the candidate is ready to submit their thesis. Once the document has been read and the thesis has been successfully submitted to the TURNITIN anti-plagiarism software, the thesis supervisor is able to give formal approval (or not) to submit the thesis to the scientific advisor of Business Science Institute.



3b.DEADLINE SUBMISSION TO SCIENTIFIC ADVISOR: JUNE 2028

3b.DEADLINE SUBMISSION TO EXAMINERS: JULY 2028

3b.DEADLINE EXAMINERS' APPROVAL TO PROCEED TO VIVA EXAMINATION: 30 AUGUST 2028

MILESTONE 3b, THESIS SUBMISSION: Once the thesis has been submitted after approval from the supervisor, it is read by the Scientific Advisor for a second round of approval concerning the managerial recommendations and impact of the thesis. The thesis is submitted to the TURNITIN anti-plagiarism software for plagiarism control and approval. The final document is then submitted by the candidate and sent to the examiners (*rapporteurs*) for final approval to progress to the Viva examination stage.

4.VIVA VOCE EXAMINATION: SEPTEMBER 2028

MILESTONE 4, VIVA EXAMINATION: 42 months after enrolling on the programme, the participant defends their thesis at the Viva examination stage held during the International Event.

Principles and purpose of assessment

Programme teams have processes of assessment in place which enable each participant to demonstrate the extent to which they have achieved, or are achieving, the intended learning outcomes (ILOs) of the doctoral award. The Scientific Advisor in particular, and site/track managers are careful to remind teaching and supervisory staff that the overall quality of assessment plays a crucial role in safeguarding academic standards and therefore the reputation of Business Science Institute. Appropriate assessment is also an integral part of the participant experience we aim to provide, since it facilitates and shapes learning and engagement and supports the development of graduate attributes.

Given the executive nature and highly experienced profile of our programme participants, assessment of taught components (modules) is organised via a self-continuous assessment / research progress report. The self-assessment questions asked at the end of each module are the following:

	Comments	-	=
		+	
Improve my research question(s)			
Improve the quality of material for my literature review			
Clarify the research methodology			
Identify the managerial impact of my work			
Improve my understanding of the overall process involved in writing a thesis			
Reinforce my self-confidence			

The taught components of the programme have been designed to support students in succeeding at the Certificate (CRBA) stage of the programme, who should be able to demonstrate they are in the progress of acquiring the knowledge, understanding and skills required to achieve the associated ILOs in Phase 1. Equally, the overall programme structure has been designed to enable students to demonstrate they are able to achieve the programme ILOs by the time they reach the Viva stage at the end of the training programme in Phase 3.

The supervision, follow-up modules, and the learning opportunities offered to candidates through the activities organised during the Bi-annual International Events, all contribute to enabling their achievement of the programme ILOs.

The criteria for assessment for the written components of the CRBA Certificate and the Thesis have been mapped to the programme ILOs.

Assessment criteria

Requirements for the award of the DBA degree (CRBA): Candidates are required to attend all taught components of the programme and submit a self-assessment report evaluating how the module contributed to advancing their research project in view of the CRBA written and oral assessment at the end of phase 1. To satisfy the requirement for the award of the degree, the thesis project submitted (20 pages) for the CRBA in phase 1 must demonstrate the potential for impact on business and management practice. It must be an evidence-based piece of work written and presented to doctoral-level standards, that is pertinent from a conceptual, research and managerial perspective. If the CRBA written project approval stage

is passed, the candidate must attend the CRBA oral examination, which covers the research project and the field of study in which the project has been written. The candidate must complete satisfactorily the oral examination to satisfy the requirements for the degree.

Requirements for the award of the DBA degree (Thesis): Candidates are required to attend all supervisory modules in phases 2 and 3 of the programme. To satisfy the requirement for the award of the degree, the thesis submitted in phase 3 must demonstrate an original and evidence-based contribution to knowledge and understanding that enhances professional practice in business and management. The thesis should be well-argued, written to doctoral-level standards, and should be pertinent from a conceptual, research and managerial perspective. It should contain a full bibliography, as well as a description of methods and techniques used in the research.

If the thesis passes the written approval stage, the candidate must attend the thesis oral examination, which covers the thesis and the field of study in which it has been written. The candidate must complete satisfactorily the oral examination to satisfy the requirements for the degree.

Please see Appendix A.3 for details of the full Assessment Strategy.

Plagiarism policy

Academic integrity is fundamental to the values and norms promoted by Business Science Institute, and we are concerned that no DBA candidate gains an unfair advantage over others through academic misconduct. Plagiarism is therefore viewed as a serious issue by Business Science Institute, as it damages the integrity of academic research, and can bring not only the student but also their supervisor and the institution into disrepute. With this in mind, our plagiarism policy has been designed to protect the integrity and the reputation of the Institution.

In addition to the anti-plagiarism charter developed in 2016, a Student Charter based on the Code of Ethics was deployed in September 2022. And as part of the IRAFPA¹ Responsible Doctoral School certification, the following additional documents were deployed in 2022-23, thus reinforcing our position regarding academic integrity: 1) Code on Good Research Practice; 2) Regulations Governing Academic Integrity; 3) Procedure for Investigating Alleged Misconduct in Research (faculty).

Responsibility of the Institution: It is above all the responsibility of Business Science Institution to provide a framework for academic good practice, especially since many of our

¹ <https://irafpa.org/en/>

students will have been away from higher education studies for a significant period of time (average industry experience: 18.5 years).

Responsibility of Academic Staff (supervisors, etc): The entry requirements for the DBA programme have been designed to ensure that students should be familiar with academic research at Master's level. However, staff responsible for students conducting research (site/track managers and supervisors) have a duty to ensure that any students new to research (exceptional cases) or who have been away from higher education studies for a significant period of time, receive appropriate support and guidance in conventions concerning the conduct of research.

Responsibility of the Student: All students are required to accept and sign the Institution's **anti-plagiarism charter**, in doing so they acknowledge that they are bound by the principles included in the document. A **Student Charter** was added to the anti-plagiarism charter in 2022 as part of the IRAFPA certification work.

Process for the examination of the thesis

As detailed above in 'milestones for standard completion of the DBA', once the milestone for submission of the thesis to the Scientific Advisor has been reached and the thesis approved at this stage, the doctoral candidate is authorised to send their final version of the thesis to the examiners or *rapporteurs* 3 months before the scheduled Viva.

The final document is then submitted by the candidate and sent to the examiners (*rapporteurs*) for final approval to progress to the Viva voce examination stage. The deadline for examiners' approval to proceed to the oral examination is 1 month prior to one of the bi-annual International events (mid-March or last week in September) where all Vivas take place either face to face or remotely in the case of travel issues for the participant.

- Within 6 weeks of receiving the thesis, the two examiners (*rapporteurs*) produce individual reports giving final approval or not to proceed to the final examination stage 1 month prior to the Viva. In the report, a specific section is dedicated to the quality of the candidate's **managerial recommendations and the implications of their research for practice**, and this is an important part of the examiners' decision to authorise the candidate to proceed to the oral examination stage.
- At this stage, the 2 *rapporteurs* are required to fill in a 'DBA Examiner's Preliminary Report Form' (assessment of written work), in which requirement n°7 is 'Are the **managerial recommendations** pertinent?'. The 2 reports lead to one of three decisions, including:
 - Authorised to present the thesis at a Viva voce oral examination.



- Authorised to present the thesis at a Viva voce oral examination subject to modifications made prior to the presentation.

- Not authorised to present the thesis at a Viva voce oral examination.

Additionally, the examiners are required to answer the following question at this stage in the thesis examination process:

- Do you wish to put forward this thesis for the **DBA Managerial Impact Award**? Yes
No

Candidates then receive formal notification from the Scientific Advisor of approval to proceed to the Viva. In the letter addressed to them, they are informed that during the graduation ceremony, successful candidates will be required to make a 3-minute presentation to the audience on the '**usefulness and impact of their DBA research**'.

- At one of the bi-annual International events, participants defend their thesis orally. The examination panel includes, a Chair, the Thesis Supervisor (who does not intervene until the end of the examination), the 2 *rapporteurs*, and 1 or 2 further examiners (called a *suffragant*, who were not required to produce a report). Since 2022, an alumni member is also invited to sit on the examination panel to provide a perspective from the world of practice.
- At the end of the Viva, once the final decision has been announced to the candidate, a DBA Oral Examination Report Form is filled in, which includes 4 possible decisions:
 - Award of the degree of DBA
 - Award of the degree of DBA subject to minor corrections being made to the thesis to the satisfaction of the Internal Examiner (such minor corrections will be made within a period of three months of the examination).
 - The candidate is requested to re-submit the thesis in a modified version according to the recommendations of the examiners. The new version of the same thesis must be submitted within a period not exceeding twelve months from the date of the official notification to the candidate of the outcome of this examination.
 - No award is to be made. The candidate is not permitted to revise and represent the thesis at a new oral examination.
- The Chair of the Examination Panel is then required to write a full report including a section with feedback on the **practical application and impact of the research**.
- As mentioned above, successful candidates are required to make a 3-minute presentation at their graduation ceremony on the '**usefulness and impact of their DBA research**'.

The above sequence from approval by the Scientific Advisor (with a focus on impact) through to the actual graduation ceremony demonstrates that Business Science Institute puts significant emphasis on the assessment of the practical application and impact of participants' research.



Awards

The table below illustrates the degree and co-degree awarding authorities for our DBA programme.

Part-time Executive DBA (face-to-face and online options)	
Programme Agreement:	Ministry of Education (Luxembourg) – 18 March 2014
Executive DBA Phase 1:	Lead Institution: Business Science Institute Award: Certificate of Research in Business Administration (CRBA)
Executive DBA Phases 2-3:	Lead Institution: Business Science Institute Award: Executive Doctorate in Business Administration In cooperation with: laelyon School of Management, University of Lyon 3 Award: Doctorate in Business Administration
The unit of AMBA accreditation is the Executive DBA delivered by Business Science Institute.	



OVERALL STRUCTURE AND DELIVERY OF THE DBA PROGRAMME

Admissions Process 1.CV / 2.Application form / 3.Interview & Entry tests	Executive DBA Thesis														Viva				Viva	
	Certificate of Research in Business Administration	Research modules and their associated deliverables are designed to prepare candidates to successfully defend the certificate one of the AS					Viva													
	Annual Seminars (AS)		AS				AS	AS		AS	AS		AS	AS		AS	AS		AS	
	Research Modules	S1	S2	S3	S4	S5														
	Deliverables	D1	D2	D3	D4	D5														
	Follow-up Group Supervisory Seminars							F1	F2	F3	F1	F2	F3	F1	F2	F3				
		Phase 1						Phase 2			Phase 3a			Phase 3b			Phase 4			
															Average time to Viva = 42 months					
Communication and Publication of DBA Research Findings (Conferences, articles, books ...).																				



Rationale, aims and intended learning outcomes

LEARNING RATIONALE AND AIMS

Our Executive DBA graduates are distinguished by a specific set of skills rather than the actual knowledge acquired during their studies. In particular, we expect our graduates to be equipped with the critical thinking and intellectual skills that will enable them to create lasting personal and professional impact in their lives.

The Business Science Institute DBA programme aims to enable candidates to earn a doctoral qualification that will not only leverage their career, but also develop their ability to create and apply original business and management knowledge in ways that will benefit their organisation, industry, profession and ultimately Society. By providing a doctoral award that is equivalent to, but distinct from a PhD, and that is clearly relevant to the needs of our participants' professional working situations, the Business Science Institute DBA therefore specifically seeks to encourage students:

- To develop their research skills to doctoral level.
- To develop a knowledge and understanding of the paradigms of enquiry pertinent to doctoral research in the field of business and management.
- To understand methodological approaches and methods of robust quantitative and qualitative data collection applicable to their area of practice or interest.
- To develop the advanced skills needed to make sense of information and evidence, along with the analytical tools pertinent to effective research and analysis in their field of work.
- To develop the ability to critically read published research on institutions, society, business and management and relate findings and link theories to their own management practice.
- To apply these research skills and perspectives to solve challenges, questions and problems encountered in their own management practice.
- To benefit from a research and professional development learning opportunity that develops their confidence and potential for generating new knowledge through professional practice.
- To enhance their cognitive, practical, professional and transferable skills, to enable them to assume leadership roles within their professional field and enhance their performance as reflective practitioners.
- To develop the ability of participants to communicate their research and professional findings clearly and effectively to specialists, practicing managers and non-specialist audiences.

Consequently, the programme seeks:

- To offer students a practice-based route to a doctoral qualification, developing skills to undertake applied research to understand their own contexts more critically and to find innovative solutions to key challenges in their working environment.
- To provide students with opportunities to develop the ability to clearly communicate complex and advanced theoretical and empirical research to specialist and practitioner audiences in order to contribute to the development of knowledge and/or professional practice in organisations.
- To offer students a supportive teaching and learning environment that fosters an autonomous and reflective approach to their own learning and personal / professional development.
- To support and prepare students for enhanced career roles and destinations.
- To seek out partnerships with other doctoral candidates from diverse and multidisciplinary backgrounds, their professors/supervisors and the Institution to develop joint publishing or research initiatives.

INTENDED LEARNING OUTCOMES

A. Knowledge and understanding. *On completion, graduates should be able to demonstrate:*

A.1 reflexive research-informed understanding of current professional developments within their area of practice, expertise or interest.

A.2 a sound theoretical basis of academic and management research (including research-specific ethical issues).

B. Cognitive skills. *On completion, graduates should be able to demonstrate the ability to:*

B.1 collect, process, manage and make sense of information, data and empirical evidence in order to transfer new understanding into their area of professional practice.

B.2 critically appraise the value of information and evidence encountered within their area of practice in order to challenge current concepts, thinking or approaches.

C. Practical skills. *On completion, graduates should be able to demonstrate:*

C.1 the ability to independently manage change and solve complex situations (VUCA) systematically and creatively in their work environment through expert knowledge & high-level intellectual skills.

C.2 the ability to make authoritative and impactful contributions to their professional practice through the use of appropriate, well-reasoned and potentially innovative methodologies.

C.3 confidence in their ability to take responsibility and be resilient as an expert practitioner and manager of others in a community of practice.

D. Transferable skills. *On completion, graduates should be able to demonstrate:*

D.1 the ability to communicate complex information clearly to expert communities using a variety of formats.

D.2 intellectual and professional leadership that is recognized and respected by colleagues.

D.3 the ability to generate high-level value from interactions with experts from other areas of practice and/or within multidisciplinary teams.

D.4 an autonomous and reflective approach to their own learning, professional development and to the ongoing application of this within their area of practice (life-long learning).

Principles of responsible management education

Business Science Institute has been a signatory of the United Nations PRME initiative since 2018. Our first 'Sharing Information on Progress' (SIP) report can be accessed [here](#).

Given the profile of our doctoral level participants (business managers with almost 20 years of post-graduate business experience), our SIP Report was less concerned with the education of future responsible leaders, and more focused on how as an Institution we are able to leverage the expertise and experience of our participants to create transformational value at personal, professional and societal levels, and so generate positive and sustainable impact within their (wider) community of practice.

Should you wish to discuss the contents of the report or be involved in any way in our work towards achieving responsible management education, please contact our Quality Assurance and Accreditations Manager, Stephen Platt - stephen@business-science-institute.com.

Online learning resources

Online learning resources are centralised on the Moodle Learning Management System, which serves as a one-stop access point for participants.

In addition to **course material** and **supporting documentation** for individual cohorts, (which consists of a series of English, French or German language **videos** recorded by our own professors for the digital formats) a specific section of the LMS is dedicated to **anti-plagiarism** in order to maintain awareness of the risks of academic misconduct.

The Moodle LMS also contains the following sections:

- Access to online library resources (cf. supra), available until graduation and after upon request or nomination as [Associate Graduate Researcher](#).
- Certificate of Research in Business Administration, including a video introduction in English and French plus associated research methodology documents.
- A specific section developed by Professor Emmanuel Kamdem containing a list of publications covering the African business and management environment.
- Access to all Business Science Institute theses since 2015 (205 in total in September 2024).
- A series of optional seminars.

ONLINE LIBRARY RESOURCES

Access to online library resources is available 24/7 via the institutional web site under 'INTRANET' at the top of the home page, which takes the student to the Moodle LMS, or directly via the Moodle login page. Students have access to the following business and management databases, along with online tutorials to help them develop ownership of the resources quickly and efficiently. Once enrolled at the iaelyon School of Management, doctoral students also have access to the iaelyon online library. Sustainable Innovation Management students have additional access to the ICN HUB (online library). Participants have access to the following business and management databases, along with online tutorials to help them develop ownership of the resources quickly and efficiently:

Online library resources, Business Science Institute (Open access in green)

	Short Description
CAIRN.INFO	<i>French-language publications in social sciences and humanities</i>
CAMBRIDGE UNIVERSITY PRESS	<i>E-books, Academic articles</i>
DALLOZ	<i>Law, Jurisprudence</i>
BUSINESS SOURCE ULTIMATE (BSU-EBSCO)	<i>Academic articles, Market analyses, Company & country profiles</i>
ECONBIZ	<i>Academic business and economic literature</i>
EMERALD PUBLISHING	<i>Academic articles</i>
TURNITIN	<i>Anti-plagiarism software</i>
FACTIVA	<i>International press articles, Trends, Trade articles, Data providers</i>
FREEDOM COLLECTION (SCIENCE DIRECT)	<i>Academic articles</i>
iaelyon library	
ICRG Data	<i>Political risk methodology and data series</i>
IODS	<i>Data for researchers in finance</i>
JSTOR	<i>Academic articles</i>
NAVIS FISCAL	<i>Law, Jurisprudence, Mementos</i>

ORBIS	<i>Company data, financial data, financial analysis</i>
OPENEDITION	<i>E-books, Academic Articles</i>
PROQUEST	<i>Academic articles, Company data, Financial and Banking data</i>
SCHOLARVOX by CYBERLIBRIS	<i>E-books, Virtual bookshelf, Recommended reading</i>
SCIVAL	<i>Access to research performance of 24,100 institutions worldwide.</i>
SCOPUS	<i>Database of abstracts and citations managed by experts.</i>
SPHINX	<i>Data collection, analysis and presentation software solution</i>
XERFI KNOWLEDGE	<i>Market studies, Industrial and company analysis, economic news</i>

EXTRA DBA LEARNING RESOURCES

Business Science Institute has developed DBA-specific learning support services that take into account the predominantly online nature of the programme and the characteristics of our participants, who are busy professionals and very often coming back to study after a long absence.

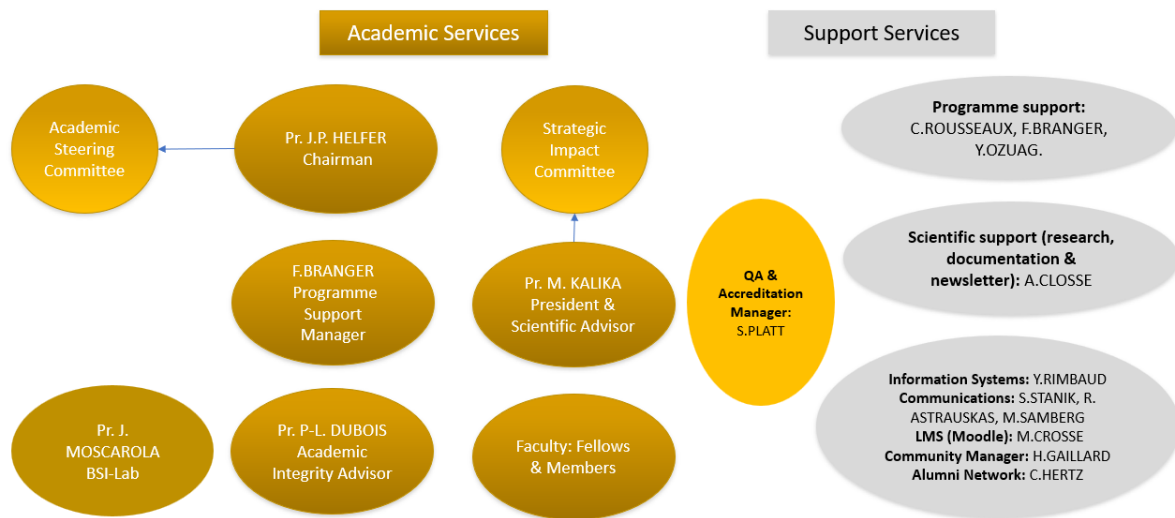
These in-house services are provided by **Dr. Aline Closse from the academic support team** (documentary search, and coaching in literature review and referencing techniques), and **Professor Jean Moscarola, BSI-Lab**, the co-founder of Sphinx. Professor Moscarola coaches our participants in exploiting the very rich (and sometimes overwhelming) data collected in-company using the Sphinx software package.

Programme support team

The **support team** works remotely, with operational responsiveness being a key shared value. Business Science Institute staff are committed, loyal and relatively highly qualified for the sector (Masters, MBA, PhD), given the close level of interaction with expert practitioner programme participants and faculty members.




The overall organisational structure of Business Science Institute is represented below.

Distributed Network Organisation











Partner Institution Representatives: Pr. M-C. Chalus-Sauvannet (Jaelyon), Pr. E. Paulet (Joint Sustainable Innovation Management Site Manager with Pr. M. Kalika).
Academic Managers: Pr. A. Bartel (Luxembourg & Frankfurt), Pr. P-J. Benghozi (Abidjan), Pr. K. Goudarzi (Shanghai), Pr. E. Kamdem (Douala), Pr. L. Meyer-Waarden (Bangkok), Pr. N. Mitev (Online), Pr. C. Mothe (Geneva), Pr. D. Mourey (DBA à Distance), Pr. N. Nekhili (Casablanca), Pr. Y. Pesqueux (Bamako), Pr. F. Sall (Dakar), Pr. P-J Benghozi (Paris).

Roles and contact details of the programme management and support team are provided on the following page.

ROLE	NAME	CONTACT DETAILS	
<u>President and Scientific Advisor</u>	Pr. Michel Kalika	president@business-science-institute.com	
<u>Chair of Academic Steering Committee and Academic Director</u>	Pr. Jean-Pierre Helfer	jp.helfer@business-science-institute.com	
<u>Programme Director</u>	Mr. Frédéric Branger	frederic@business-science-institute.com	



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Director BSI-Lab	Pr. Jean Moscarola	j.moscarola@business-science-institute.com	
Academic Integrity Advisor	Pr. Pierre-Louis Dubois	integrity@business-science-institute.com	
Information Systems Manager	Mr. Yan Rimbaud	yann@business-science-institute.com	
Quality Assurance and Accreditations Manager Alumni Relations Coordinator	Mr. Stephen Platt	stephen@business-science-institute.com	
Programme Support Manager Spanish-language online DBA	Mrs. Dominique Bordenave	dominique@business-science-institute.com	
Programme Support Manager French-language Paris cohorts and French and English online DBAs	Mrs. Catherine Rousseaux	catherine@business-science-institute.com	
Admissions & Programme Support Manager Luxembourg, Frankfurt, Geneva and German-language online DBA	Ms. Yasemin Ozuag	yasemin@business-science-institute.com	
Community Manager	Dr. Hugo Gaillard	hugo@business-science-institute.com	

At Business Science Institute, professors are part of a well-qualified, experienced and diverse team of colleagues who are committed to our high-context model of supervision. Our professors have recent or previous excellence in research output, as well as active links with industry through consulting activities, experience of teaching on executive education programmes, carrying out industry research, or through their work as business owners. This makes our programme particularly suitable for an equally diverse and experienced student base whose motivations are more likely to be linked to personal and professional development to create wider value for business and management, rather than for simple career ambitions. All professors are officially qualified to supervise doctoral students in the field of management sciences.

The faculty has two categories of professors. Firstly, those professors participating actively in our research seminars and/or thesis supervision are nominated as faculty **fellows**. Secondly, professors who support our activities by expressing their wish to undertake research supervision and teaching duties without yet having taken part are nominated as faculty **members**. The second category of faculty is important for the organization of Business Science Institute since it is a pool of academic resources available for existing and future doctoral candidates with specific or unusual research projects. This pool currently has 200 professors registered in total. Biographies of professors are available on the [Business Science Institute web site](#).

Supervisors

As a rule, participants are matched with a supervisor towards the end of phase 1 with the support of the track manager. However, for some students this may happen earlier or later depending on several factors. Some candidates arrive at Business Science Institute having already undertaken previous doctoral research on an uncompleted PhD programme, and others have been preparing for their enrolment on the programme for a number of years, reading around their topic and preparing their data.

Supervisors have on average 2 doctoral candidates under their wing and are generally not permitted to manage more than 6 participants at any one time.

The supervisory model at Business Science Institute is often referred to as a “**1+ many model**”, meaning that we provide participants a wide range of ongoing opportunities to benefit from the expertise of our network of professors in addition to the close work of their key supervisor. For example, during the Bi-annual International events at formal side meetings, during supervisory modules or quite simply upon special request to the Scientific Advisor.




Tracking supervisor-participant interaction











An automatic participant-supervisor interaction tracking system has been developed at Business Science Institute enabling our geographically distant participants to benefit from an outstanding student experience. Both parties will be informed that any formal e-mail correspondence between them should copy in the suivi@business-science-institute.com or followup@business-science-institute.com email address. All correspondence is then stocked in a unique e-mail folder and automatically recorded on our integrated information system, offering the programme support team an overview of which students are maintaining regular correspondence with their supervisor, and vice versa. In the opposite case, this serves as an alert and the team is able to respond quickly and get to the root of the absence of communication. Whilst such cases are very rare at Business Science Institute, it allows for a quick response and resolution of any issues.

Site and track managers

Site and track managers play a vital coordinating role between participants, professors and the institution. Should you have any questions regarding academic matters, please contact them directly. It is also your responsibility to inform them quickly should you have any issues when supervising doctoral candidates.

Please find below individual contact details of our site and track manager team.

SITE	OPENED	SITE MANAGER	
Abidjan	2020	Pr. Pierre-Jean Benghozi pj.benghozi@business-science-institute.com	
Bamako	2018	Pr. Yvon Pesqueux y.pesqueux@business-science-institute.com	
Bangkok	2019	Pr. Lars Meyer-Waarden l.meyerwaarden@business-science-institute.com	

Casablanca	2022	Pr. Mehdi Nekhili	
Dakar	2014	Pr Fatou Diop Sall f.diopsall@business-science-institute.com	
Douala	2018	Pr. Emmanuel Kamdem e.kamdem@business-science-institute.com	
Geneva	2013	Pr. Caroline Mothe c.mothe@business-science-institute.com	
Frankfurt	2020	Pr. Anne Bartel-Radic a.bartelradic@business-science-institute.com	
Luxembourg	2017		
Paris	2016	Pr. Pierre-Jean Benghozi pj.benghozi@business-science-institute.com	
Shanghai	2020	Pr. Kiane Goudarzi k.goudarzi@business-science-institute.com	
Sustainable Innovation Management Stream	2022	Pr. Elisabeth Paulet elisabeth.paulet@icn-artem.com Pr. Michel Kalika president@business-science-institute.com	 
Online	OPENED	TRACK MANAGER	
En ligne (French language)	2017	Pr. Damien Mourey d.mourey@business-science-institute.com	



Online (English language)	2017	Pr. Nathalie Mitev n.mitev@business-science-institute.com	
Online (German language)	2020	Pr. Anne Bartel-Radic a.bartelradic@business-science-institute.com	



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APPENDICES



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A1. Programme specification (Tracks 1 and 2)

Executive Doctorate in Business Administration (DBA²)

European Higher Education Authority (EHEA) Cycle 3³

PROGRAMME SPECIFICATION

Programme Phases 1-3

In-person & Online

² See: https://equal.network/wp-content/uploads/2016/11/161110-EQUAL_Guidelines_Doctoral.pdf

³ See: <http://www.ehea.info/page-three-cycle-system>

EXECUTIVE DBA PROGRAMME

This section of the document provides the main features of the Executive DBA programme delivered by the Business Science Institute at Doctoral level (phases 1-3), as well as the **learning outcomes** that a student may reasonably be expected to demonstrate if they take full advantage of the learning opportunities provided. According to EHEA guidelines, this programme specification is made publicly available to prospective students and communicated to current students at the beginning of each academic session. It is an important reference point for the academic and support staff involved in delivering the programme and enabling student development and achievement. It is also intended as a reference document for international accreditation bodies.

PROGRAMME INFORMATION

Programme Title:	Executive Doctorate in Business Administration
Award:	Executive DBA (Business Science institute) - DBA (iaelyon, Lyon University)
Programme Code:	
Awarding Institution:	Certificate (phase 1): Business Science Institute Thesis (phase 3): Business Science Institute + iaelyon School of Management, University of Lyon, France
Teaching Institution:	Business Science Institute
Main Location of Study (Face-to-Face Track):	Abidjan, Bamako, Casablanca, Dakar, Douala, Geneva, Paris (French language). Bangkok, Shanghai (English language). Frankfurt, Luxembourg (German language).
Mode and Recommended Period of Study:	Part-time blended (mainly face-to-face or online modules according to the track) 4 years minimum, 5 years maximum
Cohort entry points:	Phase 1
Total Credits:	The total student learning commitment over the 3 phases of the programme is equivalent to 180 ECTS
EHEA Cycle	3
External Accreditor(s):	Business Science Institute is AMBA accredited, an EFMD member and IRAFPA (academic integrity) certified.



PROGRAMME SPECIFICATION DETAILS

Students covered by this specification:	All students currently enrolled on the programme
Person responsible for the specification:	Stephen Platt (Quality Assurance & Accreditations Manager)
Date of introduction of programme:	2013
Date of programme specification / revision:	Spring 2020



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Doctorate of Business Administration

Mission Statement

Business Science Institute makes it possible for a diverse range of experienced managers from across the globe to access a doctoral degree programme taught and supervised by outstanding faculty for lasting personal and professional development and impact.



ENTRY / OUTCOME STATEMENTS

APPLICANT PROFILE: Business Science Institute Executive DBA applicants are typically senior managers or other professionals working in private, public and non-profit organisations located worldwide. Applicants will want to build on their career achievements by engaging in critical management thinking in a multidisciplinary, international and supportive environment offering a practice-based route to a research degree. As such, applicants will be seeking to create and apply original business and management knowledge in ways that will above all benefit their organisation, industry and profession.

GRADUATE PROFILE: Business Science Institute Executive DBA are distinguished by a specific set of skills rather than the actual knowledge acquired during their studies. In particular, we expect our graduates to be equipped with the critical thinking and intellectual skills that will enable them to create lasting personal and professional impact in their lives.

EDUCATION PATHWAYS: The Executive DBA is not designed to prepare graduates specifically for further study. However, thanks to the skills developed throughout the programme, a close-knit academic structure and the ambition to support graduates in continuing to develop management impact, alumni will be encouraged and offered opportunities to pursue their research through publication either individually or collectively under the banner of the Business Science Institute.

EMPLOYMENT PATHWAYS: The vocation of the Executive DBA programme is not to provide a traditional career boost to our candidates and graduates (promotions, salary increases, ...), and only some are intrinsically motivated by these types of career perspectives. On average, our cohorts have close to 20 years of business experience post-undergraduate studies, meaning that much of their initial career trajectory has been achieved. Their motivations are therefore just as much personal as institutional. Notwithstanding this, the programme does focus on enabling candidates to develop a set of doctoral-level transferrable skills and graduate attributes that will add depth to their current careers, and which are actively sought by employers.

PROGRAMME LEARNING AIMS

The Business Science Institute EDBA programme aims to enable candidates to earn a doctoral qualification that will not only leverage their career, but also develop their ability to create and apply original business and management knowledge in ways that will benefit their organisation, industry, profession and ultimately Society.

By providing a doctoral award that is equivalent to, but distinct from a PhD, and that is clearly relevant to the needs of our participants' professional working situations, the Business Science Institute DBA therefore specifically seeks to encourage students:

- To develop their research skills to doctoral level.
- To develop a knowledge and understanding of the paradigms of enquiry pertinent to doctoral research in the field of business and management.
- To understand methodological approaches and methods of robust quantitative and qualitative data collection applicable to their area of practice or interest.
- To develop the advanced skills needed to make sense of information and evidence, along with the analytical tools pertinent to effective research and analysis in their field of work.
- To develop the ability to critically read published research on institutions, society, business and management and relate findings and link theories to their own management practice.
- To apply these research skills and perspectives to solve challenges, questions and problems encountered in their own management practice.

- To benefit from a research and professional development learning opportunity that develops their confidence and potential for generating new knowledge through professional practice.
- To enhance their cognitive, practical, professional and transferable skills, to enable them to assume leadership roles within their professional field and enhance their performance as reflective practitioners.
- To develop the ability of participants to communicate their research and professional findings clearly and effectively to specialists, practicing managers and non-specialist audiences.

Consequently, the programme seeks:

- To offer students a practice-based route to a doctoral qualification, developing skills to undertake applied research to understand their own contexts more critically and to find innovative solutions to key challenges in their working environment.
- To provide students with opportunities to develop the ability to clearly communicate complex and advanced theoretical and empirical research to specialist and practitioner audiences in order to contribute to the development of knowledge and/or professional practice in organisations.
- To offer students a supportive teaching and learning environment that fosters an autonomous and reflective approach to their own learning and personal / professional development.
- To support and prepare students for enhanced career roles and destinations.
- To seek out partnerships with other doctoral candidates from diverse and multidisciplinary backgrounds, their professors/supervisors and the Institution to develop joint publishing or research initiatives.

PROGRAMME LEARNING OUTCOMES

Students who successfully complete this programme, should have developed:

A. Knowledge and understanding. *On completion, graduates should be able to demonstrate:*

A.1 reflexive research-informed understanding of current professional developments within their area of practice, expertise or interest.

A.2 a sound theoretical basis of academic and management research (including research-specific ethical issues).

B. Cognitive skills. *On completion, graduates should be able to demonstrate the ability to:*

B.1 collect, process, manage and make sense of information, data and empirical evidence in order to transfer new understanding into their area of professional practice.

B.2 critically appraise the value of information and evidence encountered within their area of practice in order to challenge current concepts, thinking or approaches.

C. Practical skills. *On completion, graduates should be able to demonstrate:*

C.1 the ability to independently manage change and solve complex situations systematically and creatively in their work environment through expert knowledge & high-level intellectual skills.

C.2 the ability to make authoritative and impactful contributions to their professional practice through the use of appropriate, well-reasoned and potentially innovative methodologies.

C.3 confidence in their ability to take responsibility and be resilient as an expert practitioner and manager of others in a community of practice.

D. Transferable skills. *On completion, graduates should be able to demonstrate:*

D.1 the ability to communicate complex information clearly to expert communities using a variety of formats.

D.2 intellectual and professional leadership that is recognized and respected by colleagues.

D.3 the ability to generate high-level value from interactions with experts from other areas of practice and/or within multidisciplinary teams.

D.4 an autonomous and reflective approach to their own learning, professional development and to the ongoing application of this within their area of practice.

ENTRY REQUIREMENTS

Academic Requirements	An MBA or Master's degree from a recognized higher education institution.
Non-academic Requirements	<p>5 years' managerial experience, or significant professional experience. The average age of applicants is 46 (ranging from 35 to 70 year's old).</p> <p>Applicants should demonstrate clear evidence of a supportive professional and personal environment, as well as a high degree of motivation and the demonstration of a clear understanding of what is required in terms of their learning commitment as a busy senior manager on an Executive DBA programme.</p> <p>They should also have a proposed research project that is worthwhile for the applicant, that is feasible and realistic, and that has demonstrable value (particularly in terms of potential managerial impact).</p>
English-language Requirements	Applicants should also be able to demonstrate via their CV and/or at interview satisfactory English language communication skills for the track they are applying to study on (no formal test used – English language skills tested orally at interview). For the French-language and German-language Track 1 cohorts, students will be required to have at least B2 level English-language communication skills to be able to deal comfortably with the required reading.
Other Language Requirements (international admissions)	For international admissions whose native language is not the language of instruction on Track 1, native-level skills will be required (ideally C1/C2) according to their cohort's language of instruction (French, English or German).

LEARNING & TEACHING

Scheduled Learning & Teaching Methods	<p>Phase 1: <i>Focusing on research methods and paradigms and how knowledge is viewed across a range of business disciplines.</i></p> <p>Face-to-Face Track: During phase 1 of the Executive DBA, you are required to physically attend 5 module workshops representing 112.5 hours of face-to-face time. Modules are taught by a Business Science Institute Faculty Fellow and attended by your cohort participants (3-8 max) to ensure a multi-disciplinary learning experience. The workshops are required for writing and then presenting the Certificate of Research in Business Administration (20-page research project). The workshops cover the following themes:</p> <p>1/ Introduction to EDBA Studies</p> <p>2/ Thematic Paradigms I</p>
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	<p>3/ Thematic Paradigms II</p> <p>4/ Qualitative Research Methods</p> <p>5/ Quantitative Research Methods</p> <p>Online Track: During phase 1 of the Executive DBA, you are required to take 5 online modules representing 190 hours of total learning commitment each. Modules are through pre-recorded video tutorials recorded by Business Science Institute Faculty Fellows. After each module, students benefit from a 30-minute remote private tutorial with the professor who delivered the tutorial. The modules cover the following themes:</p> <p>French and German-language online tracks</p> <p>1/ Introduction to EDBA Studies</p> <p>2/ Thematic Paradigms I</p> <p>3/ Thematic Paradigms II</p> <p>4/ Qualitative Research Methods</p> <p>5/ Quantitative Research Methods</p> <p>English-language online tracks</p> <p>1/ Doing a DBA in Management</p> <p>2/ Basics I</p> <p>3/ Research Methods</p> <p>4/ Basics II</p> <p>5/ Choice of 3 courses from 6 options*</p> <p>*Learning commitment: 95 hours per option (285 hours total).</p> <p>The Certificate presentation is examined at the bi-Annual International Seminar event, in March and September. Participation is compulsory for all course participants, and an opportunity to network with fellow candidates, graduates and make appointments to benefit from the expertise and support of the Business Science Institute Faculty members. Participants are also invited to attend the final thesis <i>viva</i> examinations of students who have reached the end of phase 3 of the EDBA programme.</p> <p>In phase 1, candidates are also required to send their site or track manager & supervisor (once / if allocated) a written monthly progress report on their research project. This will provide you with regular opportunities to exchange with professors and obtain feedback on your progress with regard to the programme intended learning outcomes.</p> <p>N.b. The Business Science Institute regards high-quality supervision as a key aspect of successful doctoral studies. We have therefore a participant-supervisor tracking system in place offering us an overview of interactions between you and your</p>
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	<p>supervisor, and thus enabling us to support you when necessary in a timely fashion.</p> <p>Phase 2: Data collection / writing of thesis.</p> <p>During phase 2 of the Executive DBA, candidates are required to either physically or remotely attend 3 supervisory workshops representing 22.5 hours of contact time. Workshops are led by two Business Science Institute Faculty Fellows and attended by the workshop participants to ensure a multi-disciplinary learning experience.</p> <p>During this phase, you will work closely with your allocated supervisor, and receive ongoing support and advice from the Business Science team, in particular from your track / site coordinator.</p> <p>In phase 2, candidates are also required to send their track coordinator & supervisor a written monthly progress report on their research. This will provide you with regular opportunities to exchange with professors and obtain feedback on your progress with regard to the programme intended learning outcomes.</p> <p>You are expected to keep in regular contact with your supervisory team and initiate contact at a minimum of once per month through the duration of the programme.</p> <p>Participants are required to attend the Annual International Week event, in September in Luxembourg, as in phase 1.</p> <p>Phase 3: Writing of thesis and viva voce examination.</p> <p>During phase 3 of the Executive DBA, you are required to either physically or remotely attend 3 supervisory workshops representing 22.5 hours of contact time. Workshops are led by two Business Science Institute Faculty Fellows and attended by the workshop participants to ensure a multi-disciplinary learning experience.</p> <p>During this phase, you will continue to work closely with your allocated supervisor and receive ongoing support and advice from the Business Science team, in particular from your track / site coordinator.</p> <p>In phase 3, candidates continue to send their track coordinator & supervisor a written monthly progress report on their research.</p> <p>Participants attend the bi-annual International Seminar event, in March and in September, where they present their <i>Viva</i> for final examination.</p>
<p>E-learning & Blended Learning Methods</p>	<p>All information and material required for successful completion of the course is made available on the Business Science Institute learning management system, which uses the Moodle platform.</p> <p>Supervisory workshops are carried out remotely to guarantee that all participants benefit from the same quality of learning experience and accessibility.</p> <p>Individual research supervision is generally carried out remotely.</p>
<p>Professional Learning Methods</p>	<p>In line with the learning aims and outcomes of the programme, participants are encouraged to develop their understanding of the relationship between theory</p>



	<p>and practice discourses by critically reflecting on their own management practice throughout their studies.</p> <p>The learning and teaching strategy of the Executive DBA has also been designed to offer participants from a broad range of disciplinary, professional and international contexts opportunities to benefit from each other's experience (small cohorts, biannual international seminar, alumni network).</p>
<p>International & Cross-cultural Learning Methods</p>	<p>As above, the Executive DBA offers participants from various international contexts opportunities to benefit from each other's' experience.</p> <p>Additionally, participants from non-European countries can choose to be supervised by European professors, thus benefitting from a cross-cultural approach to their learning.</p>

ASSESSMENT STRATEGY

<p>Assessment Methods & Marking Scheme</p>	<p><u>Modules (phase 1)</u></p> <p>Within 7 days of completing a taught module, participants send an assessment sheet to the site/track manager. The document provides important information concerning the contribution of the module to ongoing work on a participant's thesis subject / thesis subject presentation (self-assessment). Participants evaluate the module with consideration to actual or future work on their thesis project or thesis, as below:</p> <p><i>To what extent did the module help me to:</i></p> <ol style="list-style-type: none"> 1. Improve my research question(s) 2. Clarify the research methodology 3. Identify the managerial impact of my work 4. Improve my understanding of the overall process involved in writing a thesis 5. Reinforce my self-confidence <p>In addition to the participant's self-assessment, the professor evaluates whether they have met the requirements to pass the module (continuous assessment).</p> <p><u>Supervisory Seminars (phases 2 + 3)</u></p> <p>Second and third-phase supervisory (follow-up) seminars are an integral part of the Executive DBA programme, during which participants present their research progress orally. They come in addition to the monthly reports sent by participants to their thesis supervisors. The seminars aim to provide support and offer participants with an outside perspective on the definition of the thesis subject, methodology, structure, literature review, etc., that is complementary to the advice of their thesis supervisor.</p> <p>After the seminar, participants are required to send their thesis supervisor and the Business Science Institute a short report on the remarks made and the feedback given in the form of a self-assessment report. The seminar professors will also provide the Business Science Institute with comments on the progress of the theses presented (formative continuous assessment). Presentations made during follow-up seminars are included in iaelyon School of Management's continuous assessment grading scheme.</p>
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Certificate of Research in Business Administration (phase 1)

The Certificate of Research in Business Administration is delivered by the Business Science Institute to participants who successfully present a formal EDBA thesis project at the end of phase 1 of the programme of study. The writing and oral presentation of this 20-page document is the culmination of the work carried out by participants in the core modules. The assessment criteria for the certificate are as follows:

- Is this thesis project pertinent from a conceptual perspective?
- Is this thesis project pertinent from a managerial perspective?
- Is the quality of the literature review acceptable?
- Is the proposed research methodology suitable?
- Are the expected managerial recommendations pertinent?
- Is the overall quality of the project acceptable as regards its written presentation? (Presentation standards, language, grammar, spelling; quotations, references, bibliography, ...).
- Is the overall quality of the project acceptable as regards its oral presentation? (Time limits, dynamism & involvement of candidate, plan, presentation material, ...).
- Were the examiners' questions answered appropriately and to an acceptable standard?

EDBA Thesis (phase 3)

A Preliminary *viva voce* examination is organised during the final supervisory seminar prior to the official Executive DBA thesis *viva* planned to take place during the international week towards the end of September.

Prior to the final examination, the thesis is submitted to the Turnitin plagiarism detection service by the Business Science Institute administrative support team, and the Turnitin report is then sent to the Business Science Institute Scientific Advisor for approval. Initial approval from the thesis supervisor and then the Business Science Institute Scientific Advisor is also required before the thesis is submitted for preliminary assessment by two examiners who produce a report based on the following criteria:

- Is this thesis project pertinent from a conceptual perspective?
- Is this thesis project pertinent from a managerial perspective?
- Is the quality of the literature review acceptable?
- Is the proposed research methodology suitable?
- Have the data been analysed satisfactorily?
- Have results been analysed satisfactorily?
- Are the managerial recommendations pertinent (does the thesis demonstrate potential for offering managerial impact?)
- Is the overall quality of the project acceptable as regards its written presentation? (Presentation standards, language, grammar, spelling; quotations, references, bibliography, ...).

Based on the above assessment, examiners make one of the three following recommendations:

1. Authorised to present the thesis at a *viva voce* oral examination



	<ol style="list-style-type: none"> 2. Authorised to present the thesis at a <i>viva voce</i> oral examination subject to modifications made prior to the presentation 3. Not authorised to present the thesis at a <i>viva voce</i> oral examination <p>Participants who successfully proceed to the oral examination stage, will be examined according to the following criteria:</p> <ul style="list-style-type: none"> ▪ Is the overall quality of the thesis acceptable as regards its oral presentation? (Time limits, dynamism and involvement of candidate, plan, presentation material). ▪ Were the examiners' questions answered appropriately and to an acceptable standard? <p>Based on the above assessment, examiners make one of the three following recommendations:</p> <ol style="list-style-type: none"> 1. Award of the degree of DBA. 2. Award of the degree of DBA subject to minor corrections being made to the thesis to the satisfaction of the Internal Examiner (such minor corrections will be made within a period of three months of the examination). 3. The candidate is requested to re-submit the thesis in a modified version according to the recommendations of the examiners. The new version of the same thesis must be submitted within a period not exceeding twelve months from the date of the official notification to the candidate of the outcome of this examination. 4. No award is to be made. The candidate is not permitted to revise and represent the thesis at a new oral examination.
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Academic Feedback Policy

The Business Science Institute aims to provide feedback to students on module progression and supervisory seminars within 1 week and to provide final Certificate and Thesis *viva* examination marks at the end of the International Seminar in March and September. At the end of each completed module and supervisory seminar, a written evaluation will be provided. General feedback to the cohort is provided on module performance. As part of the partnership with iaelyon, students will be provided with a mark out of 20, reflecting their progress with regard to the programme intended learning outcomes. All marks received during each phase of the programme are submitted to the iaelyon Exam Board.

Policy for referrals

Both referrals and deferrals are extremely rare occurrences on the DBA programme thanks to a careful screening process and the attention to providing participants with high-quality supervision from experienced academics, backed by a highly responsive programme support team.

Additionally, the programme is structured in such a way that students who successfully progress through the taught modules will be well prepared to present their research project for the Certificate of Research in Business Administration at the end of Phase 1. They will have also benefitted from close individual attention by professors teaching on taught modules (who provide the programme support team with detailed individual reports on each participant) as well as personal input from their supervisor. Finally, an external examiner reviews each submission for the Certificate several weeks prior to the oral presentation and provides participants with individual feedback in preparation for this.

Doctorate of Business Administration

Beyond the Phase 1 Certificate stage, it is no longer technically possible to defer or to be referred as there are no further taught components in Phases 2 or 3, other than supervisory modules and a range of seminars organised during the Annual International Week.

In terms of appeals, candidates are informed that all decisions taken by examination panels are final (CRBA and thesis). Appeals are therefore not possible.

Mitigating Circumstances Policy

Policies in place reflect the small structure of Business Science Institute and the advantages of the opportunities given to participants for direct communication with managers and decision makers. The flexible nature of the programme structure means that deferrals are possible, although not encouraged. Beyond the initial 3-year registration period at iaelyon school of management, students are authorised to re-register on an annual basis. No official upper limit for duration of registration is indicated. In the case of mitigating circumstances, students are authorised to suspend their training contract until further notice.

Policy for Fall-Back Qualifications

No policy regarding fall-back qualifications exists at Business Science Institute for DBA provision. However, those participants who do not complete the DBA, but successfully passed Phase 1 of the programme, will have met the requirements of the Certificate of Research in Business Administration (CRBA) awarded by UTS Business School.

PROGRAMME STRUCTURE

PHASE 1 Face-to-face (FR+ENG+GER)	Pre-Session	Semester 1	Semester 2	Summer Vacation	ECTS	% Weighting
Core Modules		5			50	83%
Certificate*		1			10	17%
ASSESSMENT DATES & DEADLINES						
Core Modules			Continuous + self-assessment			
Certificate Written Document			January or July			
Certificate <i>Viva</i>			March or September during biannual International Seminar			

*The Certificate *viva* oral examination at the end of phase 1 is open to all students who have successfully completed the 5 core modules prior to the biannual International Seminar in March and in September.

PHASE 1 Online (FR+ENG+GER+SP)	Pre-Session	Semester 1	Semester 2	Summer Vacation	ECTS	% Weighting
Core Modules		4			40	62%
Optional Modules		3			15	23%
Certificate*		1			10	15%
ASSESSMENT DATES & DEADLINES						
Core Modules			Continuous + self-assessment			
Optional Modules			Continuous + self-assessment			
Certificate Written Document			January or July			
Certificate <i>Viva</i>			March or September during biannual International Seminar			

* The Certificate *viva* oral examination at the end of phase 1 is open to all students who have successfully completed the 5 core modules prior to the biannual International Seminar in March and in September.

PHASE 2	Pre-Session	Semester 1	Semester 2	Summer Vacation	ECTS	% Weighting
Supervisory Seminars	3				60	100%
ASSESSMENT DATES & DEADLINES						
Supervisory Seminars			Continuous + self-assessment			

PHASE 3	Pre-Session	Semester 1	Semester 2	Summer Vacation	ECTS	% Weighting
Supervisory Seminars	3				60	100%
Thesis	1					
ASSESSMENT DATES & DEADLINES						
Supervisory Seminars			Continuous + self-assessment			
Thesis			July			
Thesis <i>Viva</i>			September during Annual International Week			

SUPPORTING INFORMATION

The programme handbook is available on the participant Learning Management System (Moodle)
The module handbook is available on the participant Learning Management System (Moodle)
The School's entry requirements for the EDBA programme can be found at: https://en.business-science-institute.com/dba-application-process/
General information programme information: Business Science Institute web site .
Participant Development & Impact Strategy (Teaching and Learning): Learning Management System (Moodle)
United Nations PRME SIP: Policy on Responsible Management Education available on PRME web site .
Academic Partnerships
Business Science Institute is a young organisation with a distinctive value proposition and an emerging international reputation. We have therefore been able to secure major partnership agreements with 2 reputable international organizations: iaelyon School of Management – University of Lyon, France and ICN Business School (EFMD & AACSB accredited), France, with whom we have joint qualification agreements.
Other useful links
<ul style="list-style-type: none"> ▪ Duchy de Luxembourg: https://luxembourg.public.lu/en.html ▪ AMBA: https://www.associationofmbas.com/ ▪ EFMD membership: https://www.efmdglobal.org/membership/list-of-members/ ▪ DBA iaelyon: https://iae.univ-lyon3.fr/executive-doctorate-in-business-administration-dba-bsi-program-3 ▪ DBA ICN ARTEM BS: https://www.icn-artem.com/en/programmes/dba/ ▪ IRAFPA: https://irafpa.org/en/

Module Title	Core / Elective	Credits	Contact Hours			Learning Hours	Assessment Mode N.B. Candidates are also required to send their track coordinator & supervisor a written monthly progress report on the research project (phase 1) and thesis (2/3).	
			Face-to-Face	Synchronous (other)	Asynchronous			
PHASE 1								
Introduction to EDBA studies	Core	10 ECTS	22.5		Course Material Available on Moodle	c.227.5	Continuous and self-assessment	
Thematic paradigms I	Core	10 ECTS	22.5			c.227.5	Continuous and self-assessment	
Thematic paradigms II	Core	10 ECTS	22.5			c.227.5	Continuous and self-assessment	
Qualitative research methods	Core	10 ECTS	22.5			c.227.5	Continuous and self-assessment	
Quantitative research methods	Core	10 ECTS	22.5			c.227.5	Continuous and self-assessment	
Certificate of research in business administration			30	Culmination of teaching & learning from 5 modules in phase 1 leading to a 20-page research project.		c.220	Oral presentation and participation at biannual International Seminar = 30h	
PHASE 2								
Thesis supervisory seminar I	Core	10 ECTS	7.5 face-to-face / synchronous		Course Material Available on Moodle		Continuous and self-assessment	
Thesis supervisory seminar II	Core		7.5 face-to-face / synchronous				Continuous and self-assessment	
Thesis supervisory seminar III	Core		7.5 face-to-face / synchronous				Continuous and self-assessment	
Data collection/writing of thesis			30				c.1500	Participation in biannual International Seminar (30h)
PHASE 3								
Thesis supervisory seminar I	Core	120 ECTS	7.5 face-to-face / synchronous		Course Material Available on Moodle		Continuous and self-assessment	
Thesis supervisory seminar II	Core		7.5 face-to-face / synchronous				Continuous and self-assessment	
Thesis supervisory seminar III	Core		7.5 face-to-face / synchronous				Preliminary viva voce examination (mock)	
Writing of thesis							c.1500	Written thesis (incl. preliminary report)
Viva Voce			30					Oral presentation at biannual International Seminar
		180 ECTS	202.5 to 247.5	0 to 45	Open Access	c.4357.5		

Number of credits required to complete curriculum:	180 ECTS
Number of core/mandatory modules required in curriculum:	11
Number of elective modules required in curriculum:	0

INDICATIVE MODULE LIST - (Online: French, English, German and Spanish Language)

Module Title	Core / Elective	Credits	Contact Hours			Learning Hours	Assessment Mode N.B. Students are also required to send their track manager & supervisor a written monthly progress report on the research project (phase 1) and thesis (2/3).
			Face-to-Face	Synchronous (other)	Asynchronous Moodle		
PHASE 1							
Introduction to DBA studies	Core	10 ECTS			60	c.190	Continuous and self-assessment (progress report)
Thematic paradigms I	Core	10 ECTS			60	c.190	Continuous and self-assessment (progress report)
Thematic paradigms II	Core	10 ECTS			60	c.190	Continuous and self-assessment (progress report)
Qualitative research methods	Core	10 ECTS			60	c.190	Continuous and self-assessment (progress report)
Quantitative research methods	Core	10 ECTS			60	c.190	Continuous and self-assessment (progress report)
Certificate of research in business administration			30	Culmination of teaching & learning from 5 modules in phase 1 leading to a 20-page research project.		c.220	Oral presentation and participation at biannual International Seminar = 30h
PHASE 2							
Thesis supervisory seminar I	Core	10 ECTS		7.5	Course Material Available on Moodle		Continuous and self-assessment (progress report)
Thesis supervisory seminar II	Core			7.5			Continuous and self-assessment (progress report)
Thesis supervisory seminar III	Core			7.5			Continuous and self-assessment (progress report)
Data collection/writing of thesis			30			c.1500	Participation in biannual International Seminar (30h)
PHASE 3							
Thesis supervisory seminar I	Core	120 ECTS		7.5	Course Material Available on Moodle		Continuous and self-assessment (progress report)
Thesis supervisory seminar II	Core			7.5			Continuous and self-assessment (progress report)
Thesis supervisory seminar III	Core			7.5			Preliminary viva voce examination (mock)
Writing of thesis						c.1500	Written thesis (incl. preliminary report)
Viva Voce			30				Oral presentation at biannual International Seminar
		180 ECTS	90	45	300 + Open Access	c.4170	
Number of credits required to complete curriculum:				180 ECTS			
Number of core/mandatory modules required in curriculum:				11			
Number of elective modules required in curriculum:				0			

Mapping the Institutional Mission and Model of Teaching & Learning to the Programme ILOs and DBA Graduate Profile

FACE-TO-FACE & ONLINE FORMATS - Module 1: Introduction to DBA studies. **Module 2:** Thematic paradigms I (Research in: Marketing / Information Systems / HRM). **Module 3:** Thematic paradigms II (Research in: Strategy / Finance / Control). **Module 4:** Qualitative research methods. **Module 5:** Quantitative research methods

<u>Mission:</u> We make it possible for a diverse range of experienced managers from across the globe to access a doctoral degree programme taught and supervised by outstanding faculty for lasting personal and professional development and impact									
The Business Science Institute Model of Teaching & Learning					Practice-integrated - Research-led - Hybrid - International/intercultural - Supervision/support - Outstanding faculty				
<i>On completion, graduates should have developed...</i>									
	Module 1	Module 2	Module 3	Module 4	Module 5	Supervisory Seminars	Spring/Aut. Seminars	CRBA	Thesis
Knowledge & understand	ILO.A1 reflexive research-informed understanding of current professional developments within their area of practice, expertise or interest	X	X	X	X	X		X	X
	ILO.A2 a sound theoretical basis of academic and management research (including research-specific ethical issues)	X	X	X	X	X		X	X
Cognitive Skills	ILO.B1 the ability to process and make sense of information and evidence in order to transfer new understanding into their field of business	X	X	X	X	X		X	X
	ILO.B2 the ability to critically appraise the value of information and evidence encountered within their area of practice in order to challenge current concepts, thinking or approaches.	X	X	X			X	X	X
Practical Skills	ILO.C1 the ability to independently manage change and solve complex situations systematically and creatively in their work environment through expert knowledge & high-level intellectual skills								X
	ILO.C2 the ability to make authoritative and impactful contributions to their professional practice through the use of appropriate, well-reasoned and potentially innovative methodologies		X	X					X
	ILO.C3 confidence in their ability to take responsibility and be resilient as an expert practitioner and manager of others in a community of practice						X		X
Transferable Skills	ILO.D1 the ability to communicate complex information clearly to expert communities using a variety of formats				X	X	X	X	X
	ILO.D2 intellectual and professional leadership that is recognized and respected by colleagues	X							X
	ILO.D3 the ability to generate high-level value from interactions with experts from other areas of practice and/or within multidisciplinary teams	X	X	X	X	X	X		X
	ILO.D4 an autonomous and reflective approach to their own learning, professional development and to the application of this within their professional area of practice (life-long learning)	X	X	X	X	X	X	X	X
<u>Graduate profile:</u> Graduates are distinguished by a specific set of skills in addition to the actual knowledge acquired during their studies. In particular, we expect graduates to be equipped with the critical thinking and intellectual skills that will enable them to create lasting personal and professional development and impact in their lives.									

EXECUTIVE DBA PROGRAMME

Participant Development and Impact Strategy⁴ 2020-2025

Teaching and Learning Strategy

Delivering transformative education for managers



“The DBA programme focuses specifically on providing a framework to facilitate the development of managerial impact by and for participants and their organisations. This is achieved through excellent educational support services and personalised, responsive academic supervision by a network of highly-experienced academics from different institutions covering a wide selection of disciplines. Given the diverse background of our community of DBA participants, economic growth, development and social transformation feature strongly in the impact they generate”.

Professor Michel Kalika – President and Scientific Advisor, Business Science Institute.

Professor Maurice Thevenet – Chair, Strategic Impact Committee.

Professor Jean-Pierre Helfer – Academic Director

& Chair of the Academic Committee.

This strategy sets out Business Science Institute’s ambition in relation to participant development and impact, as reflected in the programme’s signature:

“Turn your Experience into Knowledge and Share it!”.

⁴ To reflect the true nature of our DBA programme, the term ‘Participant Development and Impact Strategy’ is preferred to ‘Teaching and Learning Strategy’.

3 core values that underpin our learning, teaching and impact strategy and a commitment to the Principles of Responsible Management Education

Value 1. Ethics and Responsibility: The development opportunities offered by the distinctively close, careful and intensive interaction between participants, professors and supervisors aims to enable our doctoral candidates to develop the ability to apply high-level knowledge and skills that will enhance their roles as responsible and ethical leaders in the workplace, achieved through: the transferring and sharing of knowledge; challenging current concepts, thinking or approaches; sensitively managing others in a community of practice; and actively encouraging life-long learning approaches. Ethics and responsibility are also fundamental to Business Science Institute's philosophy concerning the 'action research' undertaken by and with our DBA participants. The Institution's academic community shares a commitment to carrying out transformative research within the context of the programme. Our belief is that a 'bottom-up' approach to research is preferable to a more traditional top-down one (because ethical and responsible) through the co-construction of knowledge with practitioners who become the source of this knowledge based on their actual managerial practice.

Value 2. Diversity: Our participants represent nearly 60 different nationalities, bringing to the programme a rich and rewarding diversity of expertise, experience and backgrounds. Our strategy is therefore to maintain a faculty mix that is sufficiently broad and balanced to meet the requirements for supervision of an equally diverse and balanced participant base, and to ensure that we remain aligned with the institutional mission.

MISSION STATEMENT: We make it possible for a diverse range of experienced managers from across the globe to access a doctoral degree programme taught and supervised by outstanding faculty for lasting personal and professional development and impact.

Throughout participants' development journeys, we aim to offer a variety of opportunities for our academic community to benefit from this inherent diversity, notably through the Annual International Seminar attended by faculty, staff, participants and alumni. Diversity is encouraged through offering 4 languages of instruction in French, English, German and Spanish, and we also encourage a wide variety of formats of thesis, research questions and methodologies in response to our diverse participant base.

Value 3. Sustainability: Business Science Institute has been a signatory of the Principles for Responsible Management Education (PRME) since 2019. Within the specific context of DBA participants as experienced expert practitioners, the Institution also has a clear understanding of its role in addressing the United Nations Sustainable Development Goals as part of the PRME agenda. This is reflected in our approach to supporting the further development of participants' ability to generate positive and sustainable impact within their (wider) community of practice, and therefore drives our participant development and impact strategy. Finally, a governance structure made up of committees oversees our work to ensure these values are distilled throughout the organisation via a rigorous yet flexible approach to academic stewardship.

In order to deliver a transformative education to managers, we have drawn up 3 strategic priorities. The overriding objective being to ensure our candidates reach the Viva stage to successfully defend a thesis with a potential for generating impact.

Strategic Priority 1: RESOURCES	
We will establish and develop a highly qualified, diverse and committed international network of professors that understands and proactively supports the Institution's educational model.	
We will do this by:	
Establishing approaches at point of recruitment that evaluate commitment and suitability.	
Establishing clear descriptions of faculty duties and responsibilities.	
Remaining open to new recruitment opportunities, especially with a view to meeting the requirements of our diverse participant base.	
Involving current faculty in this process by encouraging them to recommend suitable candidates.	
Establishing opportunities for faculty to take up management duties and responsibilities as site/track managers.	
Hosting the Annual International Week in Wiltz in such a way to encourage academic debate, collaboration and networking opportunities among professors.	
Producing an inclusive and informative monthly newsletter that reinforces the community identity of our faculty network.	
Offering regular opportunities for professional development and promotion through collaborative research projects and academic broadcasting to wider audiences through our partnership with Xerficanal and IQSOG.	

Strategic Priority 2: STRUCTURE	
We will develop and promote a framework that offers participants the highest possible quality of academic interaction with their professors and supervisors.	
We will do this by:	
Providing a responsive and dedicated programme support team structure that facilitates academic interaction.	
Providing an information systems infrastructure that supports and tracks academic interaction.	
Developing close relationships and points of contact between teaching teams and supervisors, to enable participants' research to benefit from the widest possible range of input and feedback.	
Relieving faculty of any extra non-academic duties and responsibilities, allowing them to focus on enabling participants to transform their experience and expertise into a new and valuable resource for impact.	
Further developing the responsibilities of site/track managers in coordinating the activities of professors and supervisors.	
Using the monthly newsletter to share and disseminate academic best practice, with a focus on impact.	
Hosting the bi-annual International Seminar in such a way to provide formal and informal opportunities for high-quality interaction between participants, professors and supervisors.	

Strategic Priority 3: RELATIONS	
We will encourage and promote relations based on trust and confidence across the academic community. In particular, we aim to support the development of a transformative relationship between participants as practitioners, and supervisors as academics.	
We will do this by:	
Continuing to embed ethics & responsibility, diversity and sustainability into our educational approach.	
Continuing to develop a balanced and mutually beneficial relationship with academic partner institutions.	
Maintaining a non-hierarchical organisation structure.	
Continuing to recognise and promote the contribution of practitioner expertise to academia and vice versa.	

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Offering personal and professional development spaces for participants, doctors and professors via collaborative and participatory research projects that cut across academia and professional practice.

Encouraging participants and graduates to publish their research through our partnership with EMS éditions, and celebrating these achievements.

Continuing to develop the Business Science Institute Managerial Award, recognising supervisor-participant research interaction that creates value for professional practice.

Providing clear, accurate, objective, up-to-date and accessible programme information at all times.

A3. Assessment Strategy

DBA ASSESSMENT STRATEGY

Including ongoing work related to certificate and thesis writing (supervision)

Mapping against national final awarding body (France) and European guidelines

Business Science Institute Quality Assurance Criteria	<i>Référentiel National Qualité</i> ⁵	<i>EHEA Standards & Guidelines</i> ⁶
Assessment	<p>CRITÈRE 3 : L'adaptation aux publics bénéficiaires des prestations et des modalités d'accueil, d'accompagnement, de suivi et d'évaluation mises en œuvre.</p> <p>9. Le prestataire informe les publics bénéficiaires des conditions de déroulement de la prestation.</p> <p>10. Le prestataire met en œuvre et adapte la prestation, l'accompagnement et le suivi aux publics bénéficiaires.</p> <p>11. Le prestataire évalue l'atteinte par les publics bénéficiaires des objectifs de la prestation.</p> <p>16. Lorsque le prestataire met en œuvre des formations conduisant à une certification professionnelle, il s'assure que les conditions de présentation des bénéficiaires à la certification respectent les exigences formelles de l'autorité de certification.</p>	<p>1.3 Student-centred learning, teaching and assessment. STANDARD: Institutions should ensure that the programmes are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.</p> <p>1.4 STUDENT ADMISSION, PROGRESSION, RECOGNITION and CERTIFICATION STANDARD: Institutions should consistently apply pre-defined and published regulations covering all phases of the student "life cycle", e.g. student admission, progression, recognition and certification.</p>

1. Principles and purpose of assessment

The Institution is committed to ensuring that programme teams have processes of assessment in place (volume, scheduling and nature) which enable each participant to demonstrate the extent to which they have achieved, or are achieving, the intended learning outcomes (ILOs) of the doctoral award. The Scientific Advisor in particular, and site / track managers are careful to remind teaching and

⁵ Source: French Ministry of Labour, *Guide de Lecture, Référentiel National Qualité (mentionné à l'article L. 6316-3 du Code du travail)*. Paris, France.

⁶ Source: Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). Brussels, Belgium.

supervisory staff that the overall quality of assessment plays a crucial role in safeguarding academic standards and therefore the reputation of Business Science Institute. Appropriate assessment is also an integral part of the participant experience we aim to provide students, since it facilitates and shapes learning and engagement and supports the development of graduate attributes. Assessment should therefore be:

- a) **Valid:** so that it offers participants opportunities to demonstrate achievement of the ILOs and to ensure that award standards are maintained within the institution.
- b) **Reliable:** so that different teachers marking the same assessment (certificate or thesis) would reach the same judgement based on the criteria and marking scheme. Reliability depends on the ILOs and criteria having been made explicit to both participants and examiners.
- c) **Rigorous:** so that participants have the opportunity to demonstrate learning at high levels.
- d) **Equitable:** so that all participants are given equivalent opportunities to demonstrate their achievement of the ILOs.
- e) **Inclusive:** so that all participants are provided with the support they need to enable them to demonstrate achievement regardless of difference or disability.
- f) **Clearly communicated to participants:** so that participants understand how they should perform on assessment tasks to best demonstrate their abilities.
- g) **Clearly communicated to** academic and administrative staff through suitable channels, in particular 'external' thesis examiners, so that all stakeholders are reliably informed and aware of the principles and purposes of assessment at Business Science Institute.

2. Transparency and feedback

In particular, programme teams should ensure a transparent communication of participant achievement at individual assessment level, and see that **feedback on assessment (including ongoing certificate or thesis work)** is timely, constructive and developmental. Programme teams should ensure that appropriate feedback is provided to participants on assessed work in order to facilitate improvement and promote learning. Feedback should be related to the assessment criteria, in order to help participants identify areas for improvement as well as commending them for evident achievement. Programme teams should also ensure that feedback is provided at times which are appropriate to enable the participant to benefit from such feedback. Finally, it is the specific responsibility of site / track managers to ensure that professors (both teaching and supervising) are reliably informed of the Institution's policy on transparency and feedback as well as the importance of this in our participants' learning process.

3. Regulations

Executive DBA

Regulations covering the Executive DBA programme are clearly communicated to students at induction via the relevant student handbook and specific presentations by site / track managers and staff. Documents are available online via the Student Web Portal.

The Executive DBA Student Handbook covers the following regulations regarding assessment and exams.

- a) Continuous self-assessment
- b) Curriculum and submission of assignments (Certificate of Research in Business Administration)

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- c) Intended Learning Outcomes and Graduate Attributes
- d) Allocation of ECTS credits to the 3 phases of the DBA programme
- e) Conditions for progress to the next phase of study (Phase 1 to Phase 2)
- f) Dissertation (thesis) submission and examination, including timeline
- g) Procedures for the dissertation (thesis) oral defence (viva voce examination)
- h) After the dissertation (thesis) oral defence (viva voce examination)
- i) Conditions of final award
- j) Examination Committees (International Week – certificate and final award)
- k) Academic irregularities (poor practice, misconduct, offences), investigation of and dealing with allegations of academic irregularities, penalties
- l) Academic appeals
- m) Consideration of extenuating circumstances, retaking a year, termination of studies, temporary interruption of studies, withdrawal.
- n) Retaking the thesis oral defence
- o) Plagiarism policy and declaration form

Award of DBA

The degree of DBA will be awarded to candidates who have completed the research training programme (including the certificate stage in Phase 1) and submitted a thesis in a form and of a standard outlined in the regulations above. Candidates are required to present themselves for oral defence (*viva voce* examination) to be conducted by three Examiners who are not one of the candidate's supervisors.

A4. Miscellaneous documents (assessment, feedback, guides, etc).

Charter for the use of software provided as part of the DBA (Pro forma)

Ethical commitment of Business Science Institute doctoral students doing a DBA

Participant Feedback of Executive Modules (Pro forma)

Monthly follow-up report (Pro forma)

Follow-up Seminar Guidelines & Feedback (Pro forma)

CRBA Guidelines, Planning & Assessment documents (Pro forma)

Thesis Guidelines, Planning & Assessment documents (Pro forma)

EXECUTIVE DBA –XXX

Individual Charter for the use of software provided as part of the
Executive Doctorate in Business Administration

I, the undersigned, XXX, student in the Executive DBA Program of the Business Science Institute, registered under number XXX, agree to abide by the following rules:

1. The documents posted on the intranet and circulated during seminars are for my personal use only and may not be disclosed to third parties.
2. The access codes for the
 - a. Intranet
 - b. Turnitin
 - c. Cyberlibris database
 - d. SPHINX software
 - e. Cairn database
 - f. All tools provided in the context of the Executive DBA program of the Business Science Institute, are strictly for my personal use in connection with the preparation of my thesis,

Any commercial use of these tools is strictly forbidden.

In XXX, on D/M/Y

Signature

Ethical commitment of Business Science Institute doctoral students doing a DBA

Preamble

Business Science Institute intends to award the title of DBA to manager-researchers who have conducted original research that meets the expectations of all scientific research in the field of Management.

Scientific research and the advancement of knowledge are always and necessarily based on work already carried out and knowledge already built up. Borrowing from this work and this already existing knowledge is consubstantial with scientific research. Its counterpart is an absolute imperative: not to pass off as one's own the ideas of others and to acknowledge the borrowing by explicitly, rigorously and exhaustively mentioning the authors and works from which one borrows.

Failure to respect this imperative constitutes plagiarism.

Plagiarism is a serious violation of the ethics of scientific research and is severely condemned. The unintentional nature of plagiarism does not diminish its seriousness.

For these reasons, Business Science Institute is resolutely committed to an anti-plagiarism policy. The formal commitment requested below from the doctoral students of Business Science Institute is part of this policy of ensuring the integrity of the scientific work carried out under its aegis and leading to the award of the title of Doctor of Business Administration.

Student commitment

Sir, Madam, Miss: _____

I declare :

* that I am aware of what plagiarism is,
and I commit myself:

* not to commit plagiarism in the doctoral research work that I will carry out in order to obtain the DBA,

* to attend the Business Science Institute seminar dedicated to the prevention of plagiarism and to use the documentary resources at my disposal to know, in order to respect, the rules in force for citing works and authors that I will be led to use in my own research.

Date and signature

* Tick the box to express your agreement



<p>Feedback Module Seminar N° XX from XX to XX XX 2024</p> <p>COHORT XXX</p> <p>Executive Doctorate in Business Administration</p>

NAME / First name	
COHORT	
EDBA STARTING DATE	
THESIS PROJECT TITLE	
THESIS SUPERVISOR or COHORT SUPERVISOR	

Table summarising the learning elements acquired and the impact they will have on your thesis project

ELEMENTS	COMMENT
Improving your research question	
Enriching your research literature	
Clarifying the methodology	
Identifying managerial impacts	
Improving your knowledge of the EDBA process	
Strengthening your self-confidence	
CONCLUSION :	



Monthly Report Executive DBA
MONTH:

NAME / Prénom		COHORT	
STARTING DATE THESIS		THESIS SUPERVISOR (IF DEFINED)	
PROVISIONAL TITLE OF YOUR THESIS			

TASKS	WORK DONE
Readings	
Fieldwork	
Data Analysis	
Writing	
Current / Expected	
Other thesis related activities	
Questions	



Note concerning the organisation of follow-up seminars for the Executive Doctorate in Administration

1. Second- and third-year follow-up seminars are an integral part of the DBA programme and mandatory. They come in addition to the monthly reports sent by doctoral students to their thesis supervisors. In the second and third years, the follow-up seminars aim to provide support and provide doctoral students with an outside perspective that is complementary to that of their thesis supervisor.
2. The feedback provided by the professor(s) teaching on the seminars concerns the definition of the thesis subject, methodology, structure, literature review, and so on. This feedback is complementary to that of the thesis supervisor, whose **opinion prevails over any advice given by follow-up seminar professors.**
3. **Before the follow-up seminar**, doctoral students are required to send a **PowerPoint presentation** (15 minutes) as well as **their updated research project (if applicable)** to the Business Science Institute. The Business Science Institute will then send these documents to the professor(s).
4. The structure of the presentation follows the traditional model, as below⁷:
 - The Business Science Institute logo, thesis title, name of the student and thesis supervisor, thesis start date, and date of the presentation (1 slide).
 - Introduce yourself in a few words (1 slide).
 - Problem/research question (1 to 3 slides⁸).
 - Literature review (1 to 2 slides).
 - Methodology (1 to 2 slides).
 - Expected or achieved results (1 to 2 slides).
 - Bibliography (1 to 2 slides).
 - End-of-thesis timeline, etc (1 slide).
 - Any difficulties or obstacles (1 slide).
5. Miscellaneous important advice:
 - Please remember to number your slides.
 - Please start your presentation with "main remarks from the last seminar", to highlight the progress made since the last feedback session and to update the audience.
 - Put an emphasis on what has actually been achieved since the last seminar. This avoids making a presentation that is almost identical to the previous one.

⁷ The following should be considered as a guide only, as some students may only be presenting their research model or hypotheses, etc.

⁸ The number of slides should be seen as a guide only.

- If your oral presentation is based on a document sent to an examination jury. The presentation should not be based on a newer version as the professor(s) will have read the original version in advance.
 - Please do not read your PowerPoint presentation slides word-for-word. They should be seen as an aid, with keywords that guide your reasoning. The PowerPoint presentation is a summary of the document you provided to the professor and not a “cut and paste” version of the document.
 - Where possible, please use figures or tables to illustrate your points.
 - The audience should be able to read your slides easily. If there is too much text or if the font is too small, your work will not be read, which is of no use to anybody.
 - Please use font size 18 or 20 at least. If the text is too small it can’t be read. Once again, if it can’t be read, it is of no use.
 - Then name of the file contents the name of the student
6. Student presentations should not be considered as thesis *viva voce* oral examinations. Students are there to listen, note the suggestions of the professors, and are thus asked to refrain from responding to the remarks made.
 7. The third-year follow-up seminar/presentation may be used as a practice *viva voce* oral examination.
 8. Presentations are remotely via Zoom.
 9. **After the seminar**, the doctoral students are required to send their thesis supervisor and the Business Science Institute a short report on the remarks made and the feedback given (suivi@business-science-institute.com or followup@business-science-institute.com).
 10. **The professors present will also provide the Business Science Institute with comments on the progress of the theses presented.**
 11. **Presentations made during follow-up seminars are included in iaelyon School of Management’s continuous assessment grading scheme.**



<p>Executive Doctorate in Business Administration</p> <p>Feedback - Follow-up seminar</p>

FACULTY		UNIVERSITY	
LOCATION		DATE	

DOCTORAL STUDENT	Name/First name:		
	Cohort:		
	Thesis supervisor :		
	Thesis title :		
COMMENTS			
THESIS PROGRESS REPORT	Late	Satisfactory	Very good

GUIDELINES FOR THE AWARD OF THE *CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION*

Certificate of Research in Business Administration

After completing the **5 research seminars in Year 1** of the Executive DBA programme, as follows:

Seminar 1 – Introduction to doctoral studies

Seminar 2 – Thematic paradigms 1

Seminar 3 – Thematic paradigms 2

Seminar 4 – Qualitative research methods

Seminar 5 – Quantitative research metho

Students are required to submit a DBA thesis project to be awarded the *Certificate of Research in Business Administration* delivered by Business Science Institute.

The *Certificate of Research in Business Administration* is awarded after:

- Approval by the thesis supervisor or track manager (see document below),
- Submission of the CRBA project by **31 December 2024 at the latest**, to the Business Science Institute Support Team,
- Anti-plagiarism check by Business Science Institute; submission of CRBA projects for assessment and validation by Business Science Institute examiners,
- Transmission by the Business Science Institute Support Team of the examiners' comments to each DBA student, who will integrate them into a final version of the project submitted by **28 February 2025 at the latest** to the Business Science Institute Support Team, for presentation at the Impact Seminar **at the end of March 2025**.

The DBA thesis project

Thesis project content

The thesis project should include the following sections (for guidance only):

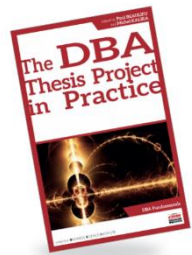
- Project title
- Area of research, relevance, and contribution to the area
- Research question being addressed
- Literature review

- Research model or the analytical framework
 - Proposed research methodology or methodologies
 - Data analysis plan
 - Expected results
 - Expected managerial recommendations,
 - Bibliography.
- The written document should be approximately **fifteen-twenty pages** long and presented in Word format,
 - The final version of the thesis project should be sent by email to Business Science Institute support team **by 31 December at the latest**,
 - The PPT presentation will be sent electronically **by 15 March 2025 at the latest**

For full details of the written component of the DBA thesis project leading to the award of the *Certificate of Research in Business Administration*, please consult the following videos:

https://www.youtube.com/playlist?list=PLU9nhv3_IE8zuANfDGWe0gBdOtGCAIxbw

- Read the following book “The DBA Thesis project in practice” (EMS collection) by Prof Kalika and Prof Beaulieu, available on Scholarvox.



1. Approval of the DBA thesis project

Approval of the thesis project is given by the following members of staff:

- a) The thesis supervisor or track manager,
- b) The representative from Business Science Institute.

The final document and details of the 2 stages outlined above are kept on file at the Business Science Institute.

2. Presentation of the DBA thesis project

The thesis project for the *Certificate of Research in Business Administration* is subject to a **15-minute long oral presentation** to a **jury of at least two professors** during the International Seminar.

3. Evaluation of the DBA thesis project

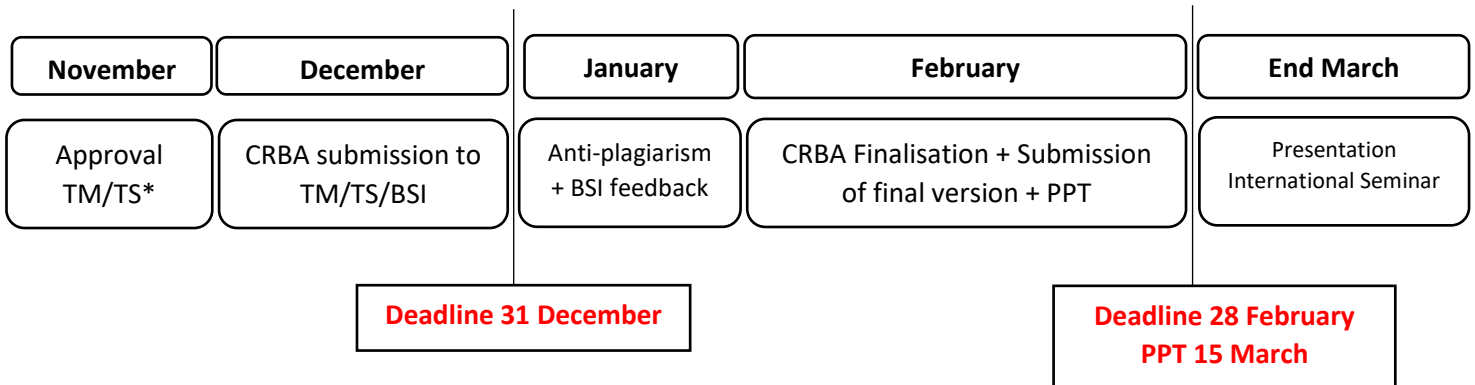
The thesis project is subject to a general examination by the jury, who decide to award or not, the *Certificate of Research in Business Administration*, as follows:

A – In the case of **an unsatisfactory presentation**, the candidate may be authorised to present the project again to the jury by the following session in March or September.

B – In the case of **a satisfactory presentation**, the candidate will be awarded:

- The *Certificate of Research in Business Administration* - Business Science Institute

**CRBA PRESENTATION CRBA END OF MARCH 2025
SPRING INTERNATIONAL SEMINAR**



*TM = track manager / TS = thesis supervisor

APPROVAL TO SUBMIT DBA THESIS PROJECT FOR
CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION

I, undersigned Pr. **XXX**, Thesis supervisor / Track manager, give my full approval to
Ms, Mr. **XXX**
Cohort n° xxxx
to submit his/her thesis project to be awarded the

Certificate of Research in Business Administration delivered by Business Science Institute

The title of the Certificate of Research is :

Comments :

Date

Pr. xxxx

BACKWARD SCHEDULE – MARCH 2025
CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION
Compliance with this schedule is imperative

- **CRBA Presentation:** 27-29 March 2025, Spring International Seminar, online
- Deadline for sending to Business Science Institute **the final Powerpoint for the thesis project presentation with Track manager/Thesis supervisor's approval:** 15 March 2025
- Deadline for sending the **final version of the CRBA thesis project** following **Business Science Institute** feedback report: 28 February 2025
- **Corrections** following Business Science Institute feedback report: February 2025
- **Approval and feedback report by Business Science Institute:** beginning of February 2025
- CRBA submitted to the **Turnitin plagiarism detection service** by Business Science Institute administrative support team: beginning of January 2025
- Deadline for **sending the CRBA thesis project to Business Science Institute:** 31 December 2024
- Deadline for **sending the CRBA thesis project to Track manager/Thesis supervisor** for approval: December 2024
- Deadline for **sending the backward schedule signed and Track manager/Thesis supervisor approval form:** November 2024

Any outstanding tuition fees must be paid before the end of December 2024 to be eligible for a CRBA presentation in March 2025.

Non-compliance with this schedule by a DBA candidate will automatically lead to the postponement of their official March 2025 CRBA presentation date.

Date:

First & last names of DBA student

Signature of DBA student

PLEASE RETURN THIS FORM SIGNED & DATED TO THE RELEVANT ADMIN SUPPORT MEMBER



**BACKWARD SCHEDULE – SEPTEMBER 2025
CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION
Compliance with this schedule is imperative**

- **CRBA Presentation:** 24-26 September 2025, International Seminar
- Deadline for sending to Business Science Institute **the final Powerpoint for the thesis project presentation with Track manager/Thesis supervisor's approval:** 15 September 2025
- Deadline for sending the **final version of the CRBA thesis project** following **Business Science Institute** feedback report: 31 August 2025
- **Corrections** following Business Science Institute feedback report: August 2025
- **Approval and feedback report by Business Science Institute:** beginning of August 2025
- **Evaluation** by Business Science Institute : June-July 2025
- CRBA submitted to the **Turnitin plagiarism detection service** by Business Science Institute administrative support team: June 2025
- Deadline for **sending the CRBA thesis project to Business Science Institute:** 31 May 2025
- Deadline for **sending the CRBA thesis project to Track manager/Thesis supervisor** for approval: April 2025
- Deadline for **sending the backward schedule signed and Track manager/Thesis supervisor approval form:** March-April 2025

*Any outstanding tuition fees must be paid **before the end of June 2025** to be eligible for a CRBA presentation in September 2025.*

Non-compliance with this schedule by a DBA candidate will automatically lead to the postponement of their official September 2025 CRBA presentation date.

Date:

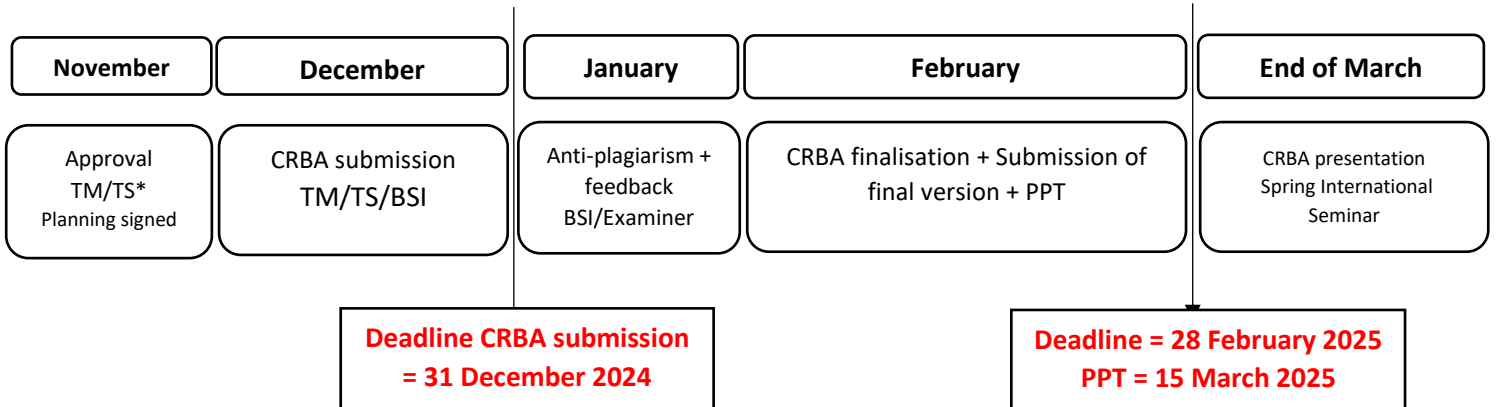
First & last names of DBA student

Signature of DBA student

PLEASE RETURN THIS FORM SIGNED & DATED TO THE RELEVANT ADMIN SUPPORT MEMBER

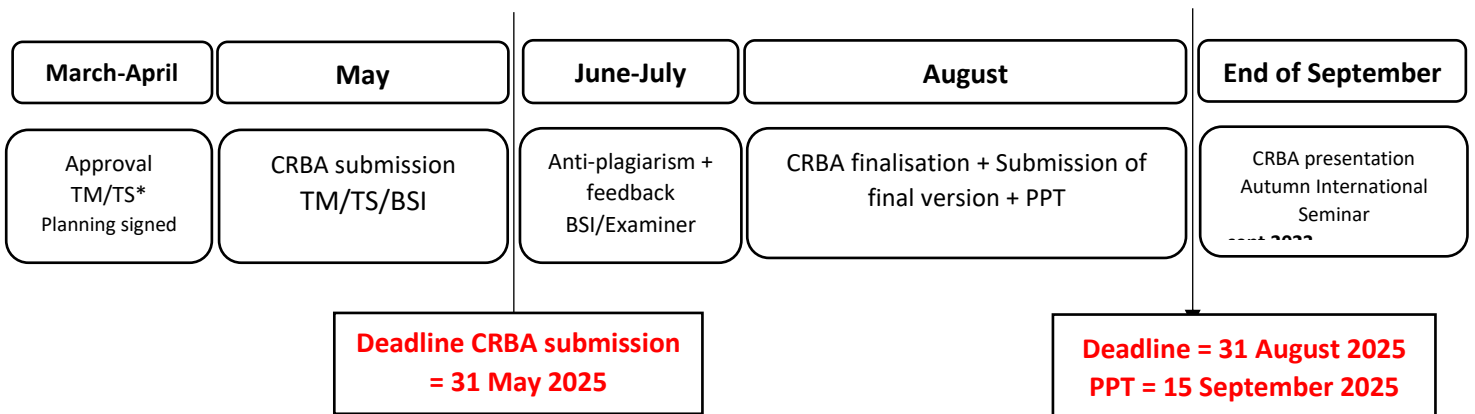
CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION (CRBA) SESSIONS MARCH & SEPTEMBER 2025

CRBA PRESENTATION **END OF MARCH 2025** – SPRING INTERNATIONAL SEMINAR



*TM = Track Manager / TS = Thesis Supervisor

CRBA PRESENTATION **END OF SEPTEMBER 2025** – AUTUMN INTERNATIONAL SEMINAR



*TM = Track Manager / TS = Thesis Supervisor



CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION

Name / First name Doctoral student	
Cohort	
Thesis supervisor	

Comment :

Recommendation (please tick the appropriate box)

Authorised to present the CRBA at an oral examination	
Authorised to present the CRBA at an oral examination subject to modifications made prior to the presentation	
Not authorised to present the CRBA at an oral examination	

Date:

Prof

Certificate of Research in Business Administration delivered by the Business Science Institute and the University of Technology Sydney Business School



**CRBA revision report - Answers/corrections following examiner's
feedback report**

NAME / First name		COHORT		THESIS SUPERVISOR	
THESIS TITLE					

Examiner	Chapter	Comment - Examiner	Answer / Correction - Doctoral student	Page number in amended CRBA doc



Tips and guidelines for the Certificate (CRBA) presentation

- **MAXIMUM 15 minutes** of presentation, you must be clear, synthetic etc.
 - How to answer questions: it is possible to do it either after each speaker, or globally. In this case, try to group the questions by type, by nature, rather than by professor, you do not necessarily have to answer everything.
 - Take notes when the professors speak, do not get angry even if certain questions irritate you, do not be aggressive whatever the remarks, it is a presentation where tradition dictates that there must be >0 and <0, it is a ritual, it is normal.
-
- Read the chapter on the thesis defense by Pr M. Kalika (book « Mémoire de Master », Dunod).
 - Check the online operation systematically, install your file on the computer
 - Do not exceed 15 minutes of presentation
 - Slides <15; clear, readable, the essentials, not the details
 - Rehearse your oral presentation to make sure you do not go over time
 - Anticipate questions (they are usually in the examiner's report)
 - During the jury members' questions, write down and classify the remarks and answer them in a synthetic way
 - Never be aggressive regardless of the jury members' remarks
 - The session lasts 40 min including the deliberation



CERTIFICATE OF RESEARCH IN BUSINESS ADMINISTRATION

DBA thesis project assessment and preliminary report

Candidate's full name:

Thesis supervisor's full name:

Date of thesis project *viva voce*:

Title of thesis:

Examiner (1) *

Signature	Examiner's full name	Date

Examiner (2) *

Signature	Examiner's full name	Date

**Examiners are requested to fill in the assessment form together (page 2), indicate whether the project is accepted or not, and to sign & date page 1.*



DBA thesis project requirements	Yes	No	If " no" , please explain why
Is this thesis project pertinent from a conceptual perspective?	<input type="checkbox"/>	<input type="checkbox"/>	
Is this thesis project pertinent from a managerial perspective?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the quality of the literature review acceptable?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the proposed research methodology suitable?	<input type="checkbox"/>	<input type="checkbox"/>	
Are the expected managerial recommendations pertinent?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the overall quality of the project acceptable as regards its written presentation? (Presentation standards, language, grammar, spelling; quotations, references, bibliography).	<input type="checkbox"/>	<input type="checkbox"/>	
Is the overall quality of the project acceptable as regards its oral presentation? (Time limits, dynamism & involvement of candidate, plan, presentation material, ...).	<input type="checkbox"/>	<input type="checkbox"/>	
Were the examiners' questions answered appropriately and to an acceptable standard?	<input type="checkbox"/>	<input type="checkbox"/>	

Examiners' comments and/or further recommendations

No

Thesis project accepted: **Yes**



THESIS

Executive Doctorate in Business Administration

Business Science Institute

Guide/Guidelines for the presentation of your thesis

A reminder of some elements of the Business Science Institute DBA thesis

("Mémoire de Master", 5th Edition by Michel Kalika - Dunod), page 79 of "How to Successfully Complete Your DBA" available on Scholarvox, Cyberlibris or <http://www.editions-ems.fr/livres/collections/business-science-institute/ouvrage/446-how-to-successfully-complete-your-dba.html>

1. Cover (page 103) – printed on heavy paper
2. Cover page (see pages 2 and 3 of this document), your choice
3. Special mention: "The Business Science Institute and the iaelyon School of Management do not approve or disapprove of the opinions expressed in this thesis. These opinions are to be considered as those of the author"
4. Dedication (optional)
5. Acknowledgements (optional)
6. Foreword (optional)
7. Table of contents: list of parts, chapters and main subdivisions of the thesis - to appear on a **single page**. It differs from the "detailed overview of the thesis", which is placed at the end of the thesis and much more detailed.
8. Numbering of the parts:
 - 1.
 - 1.1.
 - 1.1.1. etc.
9. Synthesis of the thesis or **managerial summary** (page 107 of "Mémoire de Master"). Very important in professional objectives + list of key words. The managerial summary should be in French AND English.
10. Introduction
11. The body of the thesis
12. Conclusion
13. Bibliography: to be carefully prepared (page 74 of "How to Successfully Complete your DBA")
14. Index (optional)
15. Glossary (optional)
16. Lexicon (optional)
17. Annexes (very important to include the collected data)
18. List of figures and tables (optional)
19. List of abbreviations (optional)
20. Detailed overview of thesis
21. Back cover with abstract & keywords in French AND English



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration
OTHER

Formatting requested by the Business Science Institute

- Font size 12, spacing 1.5 – preference for Times New Roman

COVER PAGE

- Business Science Institute & iaelyon School of management logo:
 - On the left, if with iaelyon logo (only if enrolled in iaelyon)
- The cover page is prepared at the end of August - beginning of September, depending on the jury. It will be sent to you along with the title to be used for each professor.

DOCTORATE of BUSINESS ADMINISTRATION

Prénom NOM

TITRE DE LA THÈSE LDKJASF ÉLKJAS DFÉLKJ ASDLFKJ ÉLKJSDF

Date de soutenance : **dd mois aaaa**

Thèse dirigée par :

Pr. Prénom NOM

Université xxx - Pays

**Jury de thèse : ordre
alphabétique/nom**

Pr. Prénom NOM

Université xxx - Pays, rapporteur/ suffragant/président de jury

Pr. Prénom NOM

Université xxx - Pays, rapporteur/ suffragant/président de jury

Pr. Prénom NOM

Université xxx - Pays, rapporteur/ suffragant/président de jury

Pr. Prénom NOM

Université xxx - Pays, rapporteur/ suffragant/président de jury

Pr. Prénom NOM

Université xxx - Pays, rapporteur/ suffragant/président de jury

DECLARATION

I,, declare that;

- (i) The research reported in this Thesis, except where otherwise indicated, is my original research.
- (ii) This Thesis has not been submitted for any degree or examination at any other university.
- (iii) This Thesis where it contains other persons' data, pictures, graphs or other information, specifically acknowledges as being sourced from other persons.
- (iv) This Thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers.

Where other written sources have been quoted, then:

- a) their words have been re-written but the general information attributed to them has been referenced.
- b) where their exact words have been used, their writing has been placed inside quotation marks and referenced.
- (v) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
- (vi) This dissertation/thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the dissertation/thesis and in the References.

The Business Science Institute and the iaelyon School of Management do not approve or disapprove of the opinions expressed in this thesis. These opinions are to be considered as those of the author.

Signed:.....

Date:



**APPROVAL TO SUBMIT AND DEFEND DBA THESIS FOR
DOCTORATE OF BUSINESS ADMINISTRATION**

I, undersigned Prof **XXX**, Thesis supervisor,

<input type="checkbox"/>	give my full approval to
<input type="checkbox"/>	do not give my full approval to

Ms / Mr. **XXX**

Cohort **XXX**

to submit and defend in September 2024 his/her thesis to be awarded the

Doctorate of Business Administration delivered by Business Science Institute

The title of the thesis is:

Comments:

Date

Pr. Xxxx (Signature)



BACKWARD SCHEDULE

In view of a *viva voce* examination in March 2025

Compliance with this schedule is imperative

- **Viva voce examination:** 27-29 March 2025, Spring International Seminar (online)
- Deadline for sending to Business Science Institute **the final Powerpoint for the thesis presentation with thesis supervisor's approval:** 15 March 2025
- Deadline for sending the **final version of the thesis to Business Science Institute** following written examiners' comments: 01 March 2025
- **Preliminary *viva voce* examination:** organised during the final supervisory seminar in February prior to the official *viva* planned to take place in March 2025
- Corrections following examiners' reports and comments
- **Examiners' preliminary reports** (assessment of written work) and **approval** to present the thesis at the March 2025 *viva voce* examination: 01 February 2025
- **Final copy of the thesis** submitted to Business Science Institute and to the examiners **following the feedback by Scientific Advisor / Track manager:** 05 January 2025
- **Approval** from **Business Science Institute Scientific Advisor / Track manager:** 30 December 2024
- Thesis submitted to the **Turnitin plagiarism detection service** by Business Science Institute administrative support team, Turnitin report sent to Business Science Institute Scientific Advisor for approval: December 2024
- Deadline for **sending the thesis to Business Science Institute** for approval: 30 November 2024
- **Approval** from the **thesis supervisor:** 30 November 2024
- Deadline for **sending the thesis to thesis supervisor** for approval: 30 October 2024
- Deadline for **sending the backward schedule signed:** end of September 2024

Any outstanding tuition fees must be paid before the end of December 2024 to be eligible for a viva voce examination in March 2025.

Non-compliance with this schedule by a DBA candidate will automatically lead to the postponement of their official March 2025 *viva voce* examination date.

Date:

First & last names of DBA student

Signature of DBA student

PLEASE RETURN THIS FORM SIGNED & DATED TO THE RELEVANT ADMIN SUPPORT MEMBER



BACKWARD SCHEDULE

In view of a *viva voce* examination in September 2025

Compliance with this schedule is imperative

- **Viva voce examination:** 24-26 September 2025, International Seminar
- Deadline for sending to Business Science Institute **the final Powerpoint for the thesis presentation with thesis supervisor's approval:** 15 September 2025
- Deadline for sending the **final version of the thesis to Business Science Institute** following written examiners' comments: 01 September 2025
- Corrections following examiners' reports and comments
- **Examiners' preliminary reports** (assessment of written work) and **approval** to present the thesis at the September 2025 *viva voce* examination: beginning of August 2025
- **Final copy of the thesis** submitted to Business Science Institute and to the examiners **following the feedback by Scientific Advisor / Track manager:** 01 July 2025
- **Preliminary *viva voce* examination:** organised during the final supervisory seminar in February prior to the official *viva* planned to take place in June 2025
- **Approval** from **Business Science Institute Scientific Advisor / Track manager:** end of June 2025
- Thesis submitted to the **Turnitin plagiarism detection service** by Business Science Institute administrative support team, Ephorus report sent to Business Science Institute Scientific Advisor for approval: June 2025
- Deadline for **sending the thesis to Business Science Institute** for approval: 31 May 2025
- **Approval** from the **thesis supervisor:** 31 May 2025
- Deadline for **sending the thesis to thesis supervisor** for approval: 30 April 2025
- Deadline for **sending the backward schedule signed:** end of February 2025

Any outstanding tuition fees must be paid before the end of April 2025 to be eligible for a viva voce examination in September 2025.

Non-compliance with this schedule by a DBA candidate will automatically lead to the postponement of their official September 2025 *viva voce* examination date.

Date:

First & last names of DBA student

Signature of DBA student

PLEASE RETURN THIS FORM SIGNED & DATED TO THE RELEVANT ADMIN SUPPORT MEMBER



**Executive DBA Examiner's
Preliminary Report Form
(assessment of written work)**

NAME / First Name		COHORT	
THESIS SUPERVISOR		EXAMINER	
THESIS TITLE			

General structure

Introduction

Chapter I : Research background

Chapter II : Theoretical background



--

Chapter III : Research Methodology

--

Chapter IV : Findings and discussion

--

Conclusion

--

Writing style and bibliography

--



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

--

Final decision

--



**Executive DBA Examiner's
Preliminary Report Form
(assessment of written work and
managerial impact)**

NAME / First name		COHORT	
THESIS SUPERVISOR		DATE THESIS VIVA VOCE	
TITLE OF THESIS			

DBA thesis requirements (please check appropriate box)	Yes	No	If "no", please explain why
1. Is this thesis pertinent from a conceptual perspective?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Is this thesis pertinent from a managerial perspective?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Is the quality of the literature review acceptable?	<input type="checkbox"/>	<input type="checkbox"/>	
4. Is the proposed research methodology suitable?	<input type="checkbox"/>	<input type="checkbox"/>	
5. Have the data been analysed satisfactorily?	<input type="checkbox"/>	<input type="checkbox"/>	
6. Have results been analysed satisfactorily?	<input type="checkbox"/>	<input type="checkbox"/>	
7. Are the managerial recommendations pertinent?	<input type="checkbox"/>	<input type="checkbox"/>	
8. Is the overall quality of the thesis acceptable as regards its written presentation? (Presentation standards, language, grammar, spelling; quotations, references, bibliography, ...).	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendation of each examiner (please check the appropriate box)

1.1	Authorised to present the thesis at a <i>viva voce</i> oral examination	<input type="checkbox"/>
1.2	Authorised to present the thesis at a <i>viva voce</i> oral examination subject to modifications made prior to the presentation	<input type="checkbox"/>
1.3	Not authorised to present the thesis at a <i>viva voce</i> oral examination	<input type="checkbox"/>

Signature of examiner

Examiner	_____ Date: _____
Print first & last names	_____



Assessment criteria : Impact & Managerial recommendations	Scale 1-10*	Coeff	Total
1. Breadth Does the impact of the results potentially cover a wide range of organisations?		1	
2. Influence Do the managerial recommendations have a deep impact?		3	
3. Clarity Are the impact and the managerial recommendations clearly presented?		2	
4. Consistency Are the impact and the managerial recommendations clearly linked to the results?		1	
5. Feasibility Is the feasibility of the impact and managerial recommendations clearly evaluated and actionnable in the short term?		3	
TOTAL	/50		/100

**Impact Scale 1 to 10: 1 = weak 5 = average 10 = strong*

Please explain why this thesis should be strongly considered by the Award Committee for the DBA Managerial Impact Award:



Thesis revision report - Answers/corrections following examiner's feedback report

NAME / First name		COHORT		THESIS SUPERVISOR	
THESIS TITLE					

Examiner	Chapter	Comment - Examiner	Answer / Correction - Doctoral student	Page number in amended thesis doc

Tips and guidelines for the thesis defense

- MAXIMUM 20 minutes of presentation, if 15 minutes, don't worry, you don't have to say everything, you must be clear, synthetic etc.
- How to answer questions: it is possible to do it either after each speaker, or globally after the assessors and then the suffragans. In this case, try to group the questions by type, by nature, rather than by professor, you don't necessarily have to answer everything; it is the President of the jury who will set the rule.
- Take notes when the professors speak, don't get angry even if certain questions irritate you, don't be aggressive whatever the remarks, it's a defense where tradition dictates that there must be >0 and <0, it's a ritual, it's normal.
- Read the chapter on the thesis defense in the book "Mémoire de Master, M. Kalika, Dunod" online on cyberlibris.
- Check the online operation systematically, install your file on the computer
- Do not exceed 20 minutes of presentation
- Slides <15; clear, readable, the essentials, not the details
- Be seated in front of the camera during the presentation
- Rehearse your oral presentation to make sure you don't go over time
- Anticipate questions (they are usually in the assessors' reports)
- During the jury members' questions, write down and classify the remarks and answer them in a synthetic way
- Never be aggressive regardless of the jury members' remarks
- The defense lasts 1.5 hours including the deliberation



**DBA Oral Examination
Report Form**

Candidate's last name:

Candidate's first name:

Date of *viva voce* examination:

Title of thesis:

Thesis supervisor's full name:

DBA thesis requirements (please check appropriate box)	Yes	No	If "no", please explain why
1. Is the overall quality of the thesis acceptable as regards its oral presentation? (Time limits, dynamism and involvement of candidate, plan, presentation material).	<input type="checkbox"/>	<input type="checkbox"/>	
2. Were the examiners' questions answered appropriately and to an acceptable standard?	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendation of the jury after the *viva voce* examination (please check appropriate box)

1.1	Award of the degree of DBA	<input type="checkbox"/>
1.2	Award of the degree of DBA subject to minor corrections being made to the thesis to the satisfaction of the Internal Examiner (such minor corrections will be made within a period of three months of the examination).	<input type="checkbox"/>
1.3	The candidate is requested to re-submit the thesis in a modified version according to the recommendations of the examiners. The new version of the same thesis must be submitted within a period not exceeding twelve months from the date of the official notification to the candidate of the outcome of this examination.	<input type="checkbox"/>
1.4	No award is to be made. The candidate is not permitted to revise and represent the thesis at a new oral examination.	<input type="checkbox"/>

Signature of Examiners

Examiner 1	Date: _____
Print first & last names	
Examiner 2	Date: _____
Print first & last names	

Viva Voce Report for Executive DBA

by Pr.

Candidate : Ms/Mr

Title of thesis :

In, on ... March 2023

The defense starts at ...h... Prof. is appointed as President of the jury for the defence of Mr/Mrs. He/She hands over to the candidate who presents his/her thesis in 20 minutes.

Introduction

Presentation of Ms/Mr.

Discussion with the jury

Decision of the jury

After deliberation, the jury awards the title of Doctor in Business Administration to Mr/Ms .

The session was closed at

This report is sent to IAE Lyon, Université Jean Moulin, as part of the partnership and with a view to the award of the DBA from Université Lyon 3.