



PEDAGOGICAL BOOKLET

Doctor of Business Administration (DBA)



ABOUT OUR DBA PROGRAM

A DBA degree, or Doctor of Business Administration, is a doctoral-level qualification in the field of business administration. It is designed for experienced professionals who wish to advance their knowledge, skills, and expertise in business leadership, research, and management. DBA candidates often bring significant work experience to the program and engage in research that is directly relevant to professional practice. The DBA program focuses on the practical application of business theory and research to address complex challenges and contribute to the advancement of the field. Unlike a PhD in Business, which typically emphasizes theoretical research and academic scholarship, the DBA degree has a stronger emphasis on applied research, practical problem-solving, and professional development.

Our core DBA program is thus a fully-fledged doctoral degree designed to provide professionals with the necessary tools to contribute to applied science in the various fields of management and business administration. Available in both English or French language tracks, our carefully tailored DBA program focuses on practical experience rather than pure academic research, making it suitable for individuals looking to advance their careers and bring economic and social value to the international community.

We also offer an extended DBA program with optional Specialization in the field of Performing Arts Management. This specialization provides candidates with the opportunity to engage with esteemed academics and industry professionals in the fields of performance science, music, dance, and theater, etc.

In line with our commitment to excellence and international partnerships, our DBA program also features a double degree initiative in collaboration with the American Imperial University (Florida, United States of America). This exciting opportunity is exclusively reserved for a select number of qualifying candidates from the English track program and would allow those eligible to earn a DBA in Strategic Leadership as a second degree alongside their core DBA, further enhancing their academic and professional profile.

Doctor of Business Administration (DBA) <ul style="list-style-type: none">· Delivered through the core DBA program.· Available fully in English or French.· Designed to encompass all the main core disciplines within the field of management and business administration.· Tailored for experienced professionals who wish to advance their knowledge, skills, and expertise in business leadership, research, and management.	DBA in Performing Arts Management <ul style="list-style-type: none">· Available fully in English, or optionally partially in French.· In addition to the core program, this unique specialization delves into the intricacies of the performing arts industry.
	DBA in Strategic Leadership <ul style="list-style-type: none">· Double-Degree from American Imperial University, FL – USA.· Available fully in English only.· Reserved for a select number of qualifying eligible candidates and supplements the core DBA program with a focus on cultivating expertise in strategic leadership.



TARGETED ACTIVITIES

DBA graduates are equipped with advanced knowledge and skills in business strategy, decision-making, leadership, and research. They are prepared to take on senior leadership roles, pursue academic careers, or contribute to consulting, research, and policy-making in the business field. The DBA degree is highly respected and recognized internationally as a prestigious qualification for business professionals seeking to advance their careers and make significant contributions to the business community.

The mission of a DBA graduate is to bridge the gap between top management decisions and operational implementation, ensuring the effective translation and execution of strategic initiatives. Thus, DBA graduates may have diverse career path opportunities and professional activities, namely they can be in senior leadership and executive positions, where their strategic thinking and decision-making abilities are highly valued. They can also work as management consultants, providing expert advice to businesses, or pursue academic careers as professors or researchers in universities and business schools.

Additionally, DBA graduates can utilize their business acumen to start their own ventures or join entrepreneurial teams, contribute to business development and strategy, work in government organizations to shape policies, apply their skills in non-profit and social enterprises, or work as corporate trainers to enhance employee skills and contribute to organizational development, etc.

It's important to note that the career paths of DBA graduates may vary based on their individual interests, areas of specialization, and industry preferences. Our program equips candidates with a strong foundation in business administration, research, and critical thinking, enabling them to pursue diverse professional opportunities in both the private and public sectors.

THE TARGET AUDIENCE AND PREREQUISITES

The DBA program is designed for professionals who possess significant experience and expertise in the field of management and business administration. The program is best suited for individuals who are seeking to enhance their knowledge, skills, and capabilities in order to advance their careers and make significant contributions to their respective fields. The following prerequisites are required for admission:

- Master's level degree
- Detailed resume (CV) showcasing relevant professional experience.
- List of publications (if applicable)
- Preliminary research proposal (of at least 500 words in .doc / .docx format); and
- Two letters of recommendation demonstrating the ability to conduct research work.



ACCREDITATION

The diploma is delivered by Ascencia Business School, founding member of Collège de Paris, and a private educational institution officially recognized by the French Government. Upon request the diploma can also be linked to a fully accredited degree recognized in over 100 countries: Operational Activity Manager - RNCP35585.

The double-degree diploma is delivered by the American Imperial University, a private educational institution accredited from the state of Florida, United States of America.

INTEGRATION IN RESEARCH

Ascencia Center for Applied Business and Management Research – CABMR – is an affiliated research center of Ascencia Business School, with an emphasis on applied research in the areas of management and business administration.

Through a collaborative, cross-disciplinary approach, the CABMR objective is to provide applied research focused on business decision making and critical social-economic-political issues through the transfer and application of academic and industry knowledge.

CABMR provide candidates enrolled in the DBA program with the opportunity to explore applied research opportunities, participate in relevant symposiums, colloquiums, and conferences to better integrate into applied research practices and the research community.

CABMR also provides DBA candidates with a “home” through access to a dedicated function room that provides space for independent research, computer terminals with software for advanced studies and comfortable surroundings for small meetings to proactively deliberate together the progress in their professional thesis project.





EDUCATIONAL METHODS

Our DBA program is designed to accommodate full-time professionals and offers a flexible structure that combines distance work with several on-site seminars and workshops, in addition to participation in relevant symposiums, colloquiums, or conferences.

The program emphasizes the ability to conduct original investigations, test ideas, and understand the wider field of knowledge related to the chosen research theme. It encourages independent thinking and the application of research findings to practical business scenarios.

As such, the DBA candidate is required to show his or her ability to conduct original investigations; test, apply and examine his or her own ideas as well as others, and understand the relationship between his or her theme and a wider field of knowledge.

The degree will be granted based entirely on a personal thesis of approximately 50,000 words in length (and of no less than 40,000 words). Quality of research, however, is the single most important factor for awarding the DBA degree, not length.

DURATION

The DBA program is designed with a **typical duration of 3 years**, providing candidates with ample time to engage in advanced research in their chosen area of specialization.

However, for candidates who demonstrate exceptional progress and meet specific criteria, there may be **fast-track options available** which allow candidates to accelerate their progress through the program and complete the requirements in a shorter timeframe.

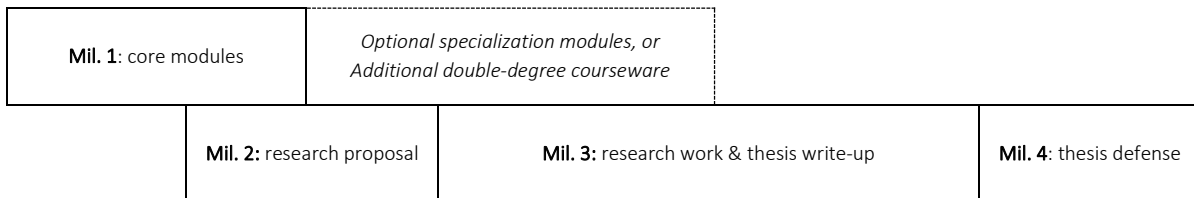
STRUCTURE

The first phase of the core DBA program begins with attending the seminars for the essential modules that cover key research methodologies and the dissertation writing process. These modules are typically completed within the first 12 to 18 months, marking the accomplishment of milestone 1 in the program. Throughout this phase, candidates would also start drafting a revised comprehensive research proposal, which must be submitted at most 3 to 6 months after completing the core modules and requires approval before proceeding to the remaining research work. This marks milestone 2, and during the aforesaid period, candidates are assigned a supervisor for guidance. The next phase spans 12 to 18 months, during which candidates conduct their primary research work, develop their thesis manuscript, and maintain communication and coordination with their advisor. Once the advisor determines the thesis is ready for defense, milestone 3 is achieved. The final milestone, milestone 4, is attained when the candidate successfully defends their thesis in front of the jury.



The candidates enrolled at DBA program with specialization in Performance Arts Management, as well as the select eligible candidates who pursue the double-degree DBA in Strategic Leadership from the American Imperial University (Florida, U.S.A.) will be required to undertake additional seminar modules or courseware. These supplementary components are typically organized after the core modules and throughout the candidates' research journey.

The following diagram visualizes the above milestones of the DBA project journey:



It's important to note that the timeframes mentioned for each milestone may vary depending on individual progress and program requirements. The program structure and milestones are designed to ensure a comprehensive and rigorous research experience for DBA candidates.

Milestone 1: Core Modules Completion *(first 12 to 18 months)*

During this initial phase, candidates attend core modules which are delivered in the form of 3-day on-site seminars that cover essential topics in the field of management and business administration. These modules provide a comprehensive understanding of research methodologies, qualitative and quantitative methods, and the dissertation writing process. Completion of the seminars of the core modules marks the first milestone in the program.

Milestone 2: Research Proposal Approval *(at most 3 to 6 months after core modules)*

While undertaking the core modules, candidates are required to start developing a research proposal that outlines the objectives, research questions, methodology, and expected outcomes of their study. This proposal must be submitted for approval shortly after the completion of the first milestone, and upon acceptance, the candidate proceeds to the next phase of the program. During this period, a supervisor is assigned to provide guidance and support in refining the research proposal.

Milestone 3: Research Work and Thesis Manuscript *(remaining 12 to 18 months)*

Once the research proposal is approved, candidates embark on conducting their research work and writing their thesis manuscript. This phase involves an in-depth exploration of the chosen research topic, data collection and analysis, and the synthesis of findings. Throughout this period, candidates maintain regular communication and coordination with their advisor to receive feedback and guidance on their progress.



Milestone 4: Thesis Defense

Upon completion of the research work and the finalization of the thesis manuscript, candidates undergo a thesis defense. In this milestone, they present their research findings, methodologies, and conclusions to a panel of experts in the field. The defense allows candidates to demonstrate their mastery of the subject matter and defend the validity and significance of their research. Successful completion of the defense marks the final milestone in the DBA program.

PROGRAM COURSES

The DBA program is structured around a comprehensive curriculum that comprises three interrelated core modules, which are essential for all candidates, and an *optional* research-focused module that allows individuals to specialize in their area of interest. These modules are delivered through intensive and interactive 3-day on-site seminars, providing a dynamic learning environment for participants.

- **Writing the Dissertation and Literature Review:** Guides candidates in the process of writing and defending a comprehensive dissertation.
- **Qualitative Methods for Business Research:** Explores qualitative research methodologies and techniques for business-related investigations.
- **Quantitative Methods for Business Research:** Covers quantitative research methods and statistical analysis applicable to business research.
- **Special Topics (Optional):** Offers an opportunity for interested candidates to delve deeper into specific topics related to their research work.

In addition to the aforesaid modules, the DBA program includes a program and research orientation session to support and enhance the learning journey of the candidates.

- **Orientation:** Specifically designed to provide candidates with a clear understanding of the program structure, expectations, and the path to a successful DBA journey. This session serves as a guide, helping candidates navigate through the program, select their research topic, and establish a solid foundation for their research theme.

Furthermore, the program emphasizes the importance of active engagement and integration into research practices and the broader business community. As part of this commitment, **DBA CANDIDATES ARE REQUIRED TO PARTICIPATE IN AT LEAST TWO RELEVANT SYMPOSIUMS, COLLOQUIUMS, OR CONFERENCES ORGANIZED BY CABMR.** Participation in such events offers valuable opportunities to showcase research findings, exchange knowledge and ideas with peers, receive constructive feedback from experts, and connect with professionals from various industries.



SPECIALIZED TRACK

Our DBA program also offers a specialized track in **PERFORMING ARTS MANAGEMENT**, in parallel and in complements to the core program. This specialization provides candidates with the opportunity to engage with esteemed academics and industry professionals in the fields of music, dance, and theater. The curriculum covers a diverse range of subjects, including performance science and well-being, the management of costume and set design, and special topics in performing arts management. An integral aspect of this specialization is the practical application of business theory, with a strong focus on addressing real-world challenges and enhancing organizational performance within the performing arts industry.

TARGET AUDIENCE OF THE SPECIALIZED TRACK

The target audience for the DBA specialization in Performing Arts Management is professionals who have a strong background or interest in both business administration and the performing arts industry. It is designed for individuals who aspire to advance their careers in managing and leading performing arts organizations, integrating business principles with the unique challenges of the performing arts sector.

ADDITIONAL COURSES IN THE SPECIALIZED TRACK

In addition to the core program, the DBA specialization in Performing Arts Management includes four additional core modules:

- **Management Practices for the Performing Arts:** Explore effective management strategies specific to the performing arts industry.
- **Themes in the Philosophy of the Performing Arts:** Examine the philosophical underpinnings and cultural significance of the performing arts.
- **Principles of Performance Science:** Apply scientific principles to optimize performers' abilities and well-being.
- **Managing Costume, Set, and Stage Design:** Develop skills in managing and coordinating design elements for impactful performances.

While the specialized track in Performing Arts Management program can be completed within three years, candidates often choose to spend a fourth year in this specialization. This allows them to delve deeper into the specialized topics and gain a comprehensive understanding of the intersections between business administration and the performing arts industry.



DOUBLE-DEGREE TRACK

Our DBA program also offers a Double-Degree in partnership with the American Imperial University (Florida, United States of America) which can be achieved through a special Doctor of Business Administration in Strategic Leadership program designed to cover current and emerging methodologies, risk-management techniques, and complexity theories for improving project and program results. Candidates will explore some of the greatest challenges and opportunities facing business today and start applying the findings to corporate scenarios.

ELIGIBILITY FOR THE DOUBLE-DEGREE PROGRAM

The Double-Degree program in partnership with the American Imperial University is designed for experienced professionals who want to gain deeper business knowledge and serve as global change agents in a corporate environment. This program emphasizes advanced decision-making and leadership skills and in-depth knowledge of both theory and applied research.

To be eligible to pursue the path to the double-degree, candidates must first be enrolled in the English core DBA program and must demonstrate excellent ability to meet the program requirements and academic standards, and must as well exhibit a high level of intellectual curiosity and a commitment.

ADDITIONAL COURSES FOR THE DOUBLE-DEGREE PROGRAM

In addition to the core program, the double-degree DBA in Strategic Leadership requires the successful completion of the following four additional courses, which will be delivered and assessed directly by recognized faculty from the American Imperial University.

- **Risk Management:** Comprehensive study of theoretical foundations and practical tools to strategically balance risks and ensure sustainability in challenging situations.
- **Organizational Development:** Expanding scholar-practitioners' capacities for positive change in organizations and communities through inclusive leadership and multidisciplinary integration of human and organizational systems.
- **Leadership, Ethics, and Corporate Governance:** Introduction to academic literature on leadership, ethics, and corporate governance, exploring theories, practical applications, decision-making influences, and ethical analysis.
- **Strategies for Business Development:** Equipping doctoral students with knowledge and skills to develop and implement effective business strategies, covering market analysis, competitive positioning, product development, innovation, and global expansion.



COURSES DESCRIPTION

Core Module: Writing the Dissertation and Literature Review

This module guides students through the process of writing and defending a comprehensive dissertation. It covers the essential elements of academic writing, including structuring a research proposal, conducting a literature review, formulating research questions, selecting appropriate methodologies, analyzing and interpreting data, and presenting research findings. Students receive guidance on crafting a well-structured and scholarly dissertation that contributes to the existing knowledge in the field of study.

Learning Objectives:

- Understand the process of writing a comprehensive dissertation in the field of business administration.
- Develop effective strategies for conducting literature reviews and synthesizing existing research.
- Acquire skills in structuring and organizing a dissertation, including formulating research questions, developing arguments, and presenting findings.
- Prepare for defending the dissertation through effective oral communication and critical thinking.

Content:

- Overview of the dissertation writing process and its significance in the field of business administration.
- Techniques for conducting literature reviews, including searching for relevant sources, evaluating research articles, and identifying research gaps.
- Structuring the dissertation: formulating research questions, developing hypotheses, and designing a research framework.
- Interpreting and presenting research findings through clear and concise academic writing.
- Preparing for the defense of the dissertation, including oral presentation skills and responding to questions from the dissertation committee.

Assessment Method(s):

- Submission of a partial literature review demonstrating the candidate's ability to synthesize relevant research and identify research gaps.
- Submission of a dissertation proposal outlining the research objectives, methodology, and expected outcomes.



Core Module: Qualitative Methods for Business Research

This course module focuses on qualitative research methodologies and techniques relevant to business investigations. It covers topics such as research design, data collection methods (e.g., interviews, focus groups), data analysis (e.g., thematic analysis, content analysis), and the interpretation of qualitative findings. Students learn how to conduct rigorous qualitative research and gain a deep understanding of the principles and applications of qualitative methods in the business context.

Learning Objectives:

- Understand the principles and concepts of qualitative research in the context of business investigations.
- Acquire knowledge of various qualitative research methodologies and techniques.
- Develop skills in collecting, analyzing, and interpreting qualitative data.
- Apply ethical considerations in qualitative research practices.

Content:

- Introduction to qualitative research: its nature, philosophy, and role in business investigations.
- Data collection methods in qualitative research, including interviews, observations, and focus groups.
- Techniques for analyzing qualitative data, such as thematic analysis, content analysis, and grounded theory.
- Ethical considerations in qualitative research, including informed consent, confidentiality, and participant anonymity.
- Validity and reliability issues in qualitative research.
- Reporting and presenting qualitative research findings.

Assessment Method(s):

- Conducting a small-scale qualitative research project, including data collection and analysis.
- Participation in group discussions or presentations based on qualitative research topics.



Core Module: Quantitative Methods for Business Research

In this module, students delve into quantitative research methods and statistical analysis techniques applicable to business research. The course covers topics such as hypothesis testing, survey design, sampling techniques, descriptive and inferential statistics, regression analysis, and data visualization. Students acquire the skills necessary to conduct quantitative research, analyze data, and draw meaningful conclusions to inform business decision-making.

Learning Objectives:

- Understand the fundamental concepts of quantitative research in the context of business studies.
- Gain proficiency in using quantitative research methods and statistical analysis techniques.
- Apply quantitative research tools to analyze and interpret business-related data.
- Develop critical thinking skills in evaluating quantitative research studies.

Content:

- Introduction to quantitative research: its purpose, benefits, and limitations in business research.
- Research design and sampling techniques in quantitative studies.
- Statistical analysis methods, including descriptive statistics, correlation analysis, hypothesis testing, and regression analysis.
- Interpreting and presenting quantitative data using appropriate graphical representations.
- Validity and reliability issues in quantitative research.
- Using statistical software for data analysis, such as SPSS or Excel.

Assessment Method(s):

- Conducting a quantitative research project, including data collection, analysis, and interpretation.
- Application of statistical analysis techniques to real-world business scenarios through case studies or practical assignments.



Optional Module: Special Topics

This optional module provides interested candidates with an opportunity to delve deeper into specific subject matters related to their respective research work discipline. This module is designed to enhance the candidates' knowledge and understanding of advanced concepts, theories, and methodologies within their chosen field or area of study. Through intensive exchange with faculty and collaborative critical analysis, candidates will develop improved knowledge and strengthen their expertise in specific research areas and explore cutting-edge developments in their respective fields.

Specialized Track Module: Management Practices for the Performing Arts

This module explores the unique management practices required in the performing arts industry. It covers topics such as strategic planning, organizational structure, financial management, marketing, audience development, and human resource management specific to the performing arts context. Participants will gain insights into effective leadership techniques, operational efficiency, and the successful administration of performing arts organizations.

Specialized Track Module: Themes in the Philosophy of the Performing Arts

This module delves into the philosophical aspects of the performing arts, examining fundamental concepts, theories, and debates surrounding aesthetics, artistic expression, and the role of performing arts in society. Participants will explore topics such as the nature of art, interpretation of performances, cultural and historical influences, and the ethical dimensions of artistic creation. This module encourages critical thinking and deepens the understanding of the philosophical underpinnings of the performing arts.

Specialized Track Module: Principles of Performance Science

This module introduces the principles and methodologies of performance science, focusing on the interdisciplinary study of performers, their techniques, and the factors that influence performance outcomes. Participants will explore topics such as performance psychology, biomechanics, motor learning, physiology, and the optimization of performance through evidence-based practices. The module aims to enhance the understanding of performance factors and empower participants to apply scientific principles to improve performers' well-being and maximize their artistic potential.

Specialized Track Module: Managing Costume, Set, and Stage Design for the Performing Arts

This module delves into the management and creative aspects of costume, set, and stage design in the performing arts. Participants will learn about the process of designing and producing costumes, sets, and stage elements, including budgeting, sourcing materials, collaborating with artists and technicians, and ensuring the effective realization of artistic visions. This module equips participants with the knowledge and skills to manage the design process and create impactful visual experiences in the performing arts.



Double-Degree Module: Strategies for Business Development

Credits: 5

Learning Hours: 50 Hours

The aim of this unit is to assist doctoral students to become independent scholars who are knowledgeable in the field of strategic management and expect to conduct research in strategic development or related areas, this includes a critical review of a wide variety of theoretical approaches to strategy research that are based on different disciplines. Furthermore, this course is designed to equip students with the knowledge and skills needed to develop and implement successful business strategies. Students will examine the latest research and best practices in business development and explore real-world case studies to understand the key factors that contribute to success. The course will cover topics such as market analysis, competitive positioning, product development, innovation, and global expansion.

Learning Objectives:

- LO:01 To identify the latest research and best practices in business development.
- LO:02 To apply skills in market analysis and competitive positioning.
- LO:03 To examine the role of innovation in business development and develop effective product development strategies.
- LO:04 To critique global expansion strategies and challenges.
- LO:05 To investigate real-world case studies to understand key factors for success and undertake research that produces significant change in the field of business development.



This module is delivered and assessed directly by recognized faculty members from the American Imperial University. The provided course summary outline is intended for informational purposes only and is subject to potential updates or modifications by the American Imperial University.



Double-Degree Module: Leadership, Ethics, and Corporate Governance

Credits: 5

Learning Hours: 50 Hours

This unit serves as an introduction to the academic literature on Leadership, Ethics and Corporate Governance. The course begins with leading theories in Leadership, Ethics and Corporate Governance, which are then explored through various practical applications, on critical reviewing basics psychological and sociological influences in decision-making are addressed and learners will develop their empirical study or normative analysis which will draw upon an ethical aspect of their academic knowledge on expected area.

Learning Objectives:

- LO:01 To understand current academic literature on leadership, ethics, and corporate governance and identify gaps for future research.
- LO:02 To conduct independent research and analysis on a selected topic within leadership, ethics, and corporate governance.
- LO:03 To analyze the role of leadership in shaping organizational culture and ethical behavior.
- LO:04 To evaluate the effectiveness of corporate governance mechanisms in ensuring ethical behavior within organizations.
- LO:05 To investigate the impact of globalization on leadership, ethics, and corporate governance.



This module is delivered and assessed directly by recognized faculty members from the American Imperial University. The provided course summary outline is intended for informational purposes only and is subject to potential updates or modifications by the American Imperial University.



Double-Degree Module: Organizational Development

Credits: 3

Learning Hours: 30 Hours

This unit aims to expand the capacities of scholar-practitioners on their positive change implementations in today's organizations and communities. This course is designed to provide an understanding of the theory, concepts, and practices of organization development. Organization development is a process of planned change aimed at improving organizational effectiveness and employee well-being. The course explores the history, theories, principles of organization development, as well as the various techniques, tools, and interventions used in the practice of organization development. This unit creates new approaches to inclusive leadership and sustainability by emphasizing multidisciplinary integration of human and organizational systems.

Learning Objectives:

- LO:01 To describe history, theories, and principles of organization development, and discuss their relevance to contemporary organizational contexts.
- LO:02 To apply diagnostic tools and techniques to identify organizational problems and opportunities for improvement and develop intervention strategies to address these issues.
- LO:03 To analyse various techniques and tools used in organization development, such as action research, team building, change management, and performance management.
- LO:04 To develop a comprehensive organization development plan by evaluating the effectiveness of organization development interventions, using appropriate metrics and evaluation methods, and recommendations for improvement.



This module is delivered and assessed directly by recognized faculty members from the American Imperial University. The provided course summary outline is intended for informational purposes only and is subject to potential updates or modifications by the American Imperial University.



Double-Degree Module: Risk Management

Credits: 3

Learning Hours: 30 Hours

This aim of this unit is to undertake a rigorous study of theoretical foundations of multiple risk management tools to make strategic decisions for balancing risks and secure the sustainability in any challenging situations. This course provides a comprehensive overview of risk management theories, principles, and practices. The course examines the process of risk identification, assessment, mitigation, and monitoring, with a focus on understanding the various tools, techniques, and strategies used to manage risks in different contexts.

Learning Objectives:

- LO:01 To understand the history, theories, and principles of risk management, and their relevance to contemporary business and organizational contexts.
- LO:02 To develop and apply risk identification, assessment, and mitigation techniques to real-world problems and scenarios.
- LO:03 To analyze and evaluate the effectiveness of different risk management strategies, tools, and techniques.
- LO:04 To evaluate the ethical and legal considerations in risk management, including compliance, governance, and accountability, and develop risk management plans, policies, and procedures, and communicate them effectively to different stakeholders.



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