



**1<sup>st</sup>**  
**FRENCH  
BUSINESS  
SCHOOL**  
AT US NEWS RANKING  
IN THE ECONOMICS  
& BUSINESS CATEGORY  
..... 2024

**1<sup>st</sup>**  
& ONLY  
**FRENCH  
BUSINESS  
SCHOOL**  
AT SHANGHAI  
GENERAL RANKINGS  
..... 2023

## **DIGITAL DOCTORATE** 2025-2026 **IN BUSINESS ADMINISTRATION** (DDBA)

MBS is accredited :



# MAKING A DIFFERENCE

A committed & inclusive management school, MBS trains the forerunners of a sustainable economic transition

**PREPARE TO CHANGE THE FUTURE**

## EDUCATING TO TRANSFORM THE FUTURE

Higher education programmes that train managers to become strong in their diversity, aware of their global responsibility while carrying out their missions, and able to adapt to change on local, national and international levels.

## COMMITTED TO CHANGING THE WORLD IN A POSITIVE WAY

- ETHICS
- OPENNESS AND DIVERSITY
- GLOBAL RESPONSIBILITY AND PERFORMANCE



## MBS IS INTERNATIONALLY RECOGNISED FOR IT'S ACADEMIC EXCELLENCE



**5%**  
of Business  
Schools  
worldwide



**2%**  
of Master and  
Executive MBA  
Programmes



**1%**  
of Business  
Schools  
worldwide

**100+**  
PERMANENT  
FACULTY  
WITH 60 % +  
INTERNATIONAL  
PROFESSORS

**1,200+**  
FOREIGN  
STUDENTS  
**3,700+**  
STUDENTS

**23,000+**  
ALUMNI AROUND  
THE WORLD  
IN OVER  
100 COUNTRIES

Founded in  
**1897**



Campus  
Virtual Tour



# BROADENING YOUR MANAGEMENT PRACTICES THROUGH RESEARCH

Our DDBA aims to put your management experience into perspective through research, while developing conceptual frameworks that stimulate critical analysis of different business situations.

## WHAT'S IN IT FOR YOU?

### BUILDING ON YOUR ACADEMIC INTEREST AND YOUR PRIOR PROFESSIONAL EXPERIENCE:

- Graduate with one of the highest academic qualifications in the world from a top 1% business school
- Explore new ways of addressing businesses and managerial challenges within your organisation
- Develop innovation, creative thinking and solutions to your business issues and opportunities, using evidence-based research
- Contribute to the enhancement of transdisciplinary professional practice in management
- Learn from renowned international researchers
- As all management disciplines are represented through our professors' research specialisations, you can choose from a wide range of topics and expertise
- Present your research at our annual doctoral conference on the MBS campus
- Join our global alumni network of 23,000 strong MBS graduates



**STATE-OF-THE ART  
DISTANCE LEARNING:**  
interactive technologies  
and synchronous /  
asynchronous modes



**ANYTIME, ANYWHERE:**  
consult learning resources  
(videos, articles, books, data  
analysis software, forums...)  
at your own pace



**A 360°  
APPROACH:**  
reviewing putting  
in perspective  
and moving forward

### EDUCATIONAL GOAL:

- Mobilise management research methods and other resources to solve complex strategic issues, while inspiring and leading digital, environmental, and societal transition.

### SKILLS:

- Develop new managerial approaches with a long-term strategic perspective
- Produce new knowledge and advanced managerial practices
- Formulate, demonstrate and transmit knowledge, analyses and forecasts
- Model managerial situations and solve complex problems in an uncertain environment

# PROGRAMME OVERVIEW

**DURING YEAR 1 THE DIGITAL DBA OFFERS 7 CORE RESEARCH COURSES  
AND 3 ELECTIVE COURSES FOCUSED ON RESEARCH PERSPECTIVES.**

YEARS 2 AND 3 ARE DEDICATED TO THE DBA THESIS.

100 % IN ENGLISH

| 100% ONLINE

| PART-TIME RHYTHM

## YEAR 1

### 7 MANDATORY CORE RESEARCH COURSES

- Introduction to research
- Qualitative research methods
- Quantitative research methods
- Research proposal seminar
- Tutoring and managing of research projects
- Building theories from case study research
- Research perspectives in sustainability

### 3 RESEARCH COURSES TO BE SELECTED

- Research perspectives in management/organisation
- Research perspectives in finance
- Research perspectives in marketing
- Research perspectives in strategy/entrepreneurship
- Research perspectives in supply chain management

RESEARCH PROPOSAL  
& CHOICE OF THESIS SUPERVISOR

## YEAR 2 & YEAR 3

### DBA THESIS

- Supervision by an MBS Professor who is expert on the chosen research topic by DBA Candidates
- Quarterly follow-up meetings between DBA Program Team and DBA Candidates

DBA THESIS DEFENSE

## A STRONG FOCUS ON RESEARCH METHODS

MBS has joined forces with various institutions to deliver a unique learning experience. It federates a team of highly skilled researchers mastering every different type of approach on the research method spectrum.

The purpose is to put in perspective their respective practice in a wide range of theoretical constructs, concepts, and appropriate frameworks.

At the end of their journey (programme/studies...), DDBA participants will have opportunities to publish their thesis as an article.



### INTRODUCTION TO RESEARCH

By the end of this course, DBA students will be able to:

- Articulate research question(s) for investigation which are likely to lead to **interesting and impactful findings**;
- Review the literature relevant to specific research problem(s), and **identify research gap(s) and define potentially fruitful areas for research**;
- Organise a list of scientific references according to international standards.

### QUALITATIVE RESEARCH METHODS

The course **introduces various approaches and methods of data analysis** that will be needed during and after the DBA programme such as qualitative research methods & instruments (interview guide).

### QUANTITATIVE RESEARCH METHODS

Students will become familiar with underlying theories and current **best practices in quantitative research** through discussion and application of topics including research design, and **computer-based data analysis**.

### RESEARCH PROPOSAL SEMINAR

The course presents the main guidelines to follow for **proper presentation of both a research proposal and the DBA thesis**.

### RESEARCH PERSPECTIVES ELECTIVES

Research perspectives electives will provide an overview of the latest **challenges & main research questions**.

### TUTORING AND MANAGING OF RESEARCH PROJECTS

This course seeks to guide students toward structuring a document of **scientific rigor**. Investigation results are communicated and evaluated to ensure that the contribution to knowledge made by students corresponds to international standards.

### BUILDING THEORIES FROM CASE STUDY RESEARCH

Case study research remains one of the most challenging of all social science endeavors. This course enables students to rise to this challenge by guiding them through each and every phase of the case research process. The goal is to design sound case studies and to collect, present, and analyse data in a balanced manner. A further goal is to bring case studies to closure through the production of a compelling article.



# RESEARCH AT MBS

## DBA COURSES LEADER



**Dr Niek  
ALTHUIZEN**  
Econometrics  
& Banking models



**Dr Fabian  
BARTSCH**  
Marketing  
& Brand Marketing



**Dr Deepa  
BHATT**  
Operations,  
Information  
& Decisions



**Dr Rameshwar  
DUBEY**  
Supply Chain



**Dr Cyril  
FOROPON**  
Supply Chain  
& Big Data



**Dr Johanna  
GAST**  
Entrepreneurship



**Dr Van  
HILLARD**  
Finance



**Dr Daniel  
LACERDA**  
Space  
& Organizational  
theories



**Dr Denis  
LESCOP**  
Strategy  
& Open innovation



**Dr Ewa  
LOMBARD**  
Cognitive  
science applied  
to management  
science



**Dr Jinia  
MUKERJEE**  
Occupational  
psychology



**Dr Victoria-Sophie  
OSBURG**  
Sustainability  
marketing

## SELECTED CONTRIBUTIONS FROM THE DDBA FACULTY MEMBERS

MBS produces several types of scientific productions, from research (articles in peer-reviewed journals, books, book chapters, conference papers) to education science (papers, books, case studies) and professional activities (articles, books, consulting).

**Mukherjee S., Althuisen N.** 2020.  
Brand Activism: Does Courting Controversy Help or Hurt a Brand? *International Journal of Research in Marketing*.

**Bartsch F., Krüger T., Kim K. A. & Han C. M.** 2023.  
Consumer animosity: The mitigating effect of perceived brand globalness. *International Marketing Review*, 40(2): 365-384.

**BHATT (MISHRA), D.** 2023.  
"Better together": Right blend of business strategy & digital transformation strategies" *International Journal of Production Economics*

**Dwivedi Y., ..., Barlette Y., ..., Dubey R., ..., et al.** 2023.  
"So what if ChatGPT wrote it?" Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management*, 71:102642.

**Gernsheimer, O., Gast, J., & Kanbach, D. K.** 2024.  
Always on par? How small-and medium-sized enterprises manage competition strategies to innovate with large firms. *International Small Business Journal*.

**Bag S., Rahman, M.S., Srivastava G., Giannakis M., and Foropon C.** 2023.  
"Data-driven digital transformation and the implications for antifragility in the humanitarian supply chain", *International Journal of Production Economics (IJPE)*.

**Thurik R., Benzari A., Fisch C., Mukerjee J. & Torrès O.** 2023.  
Techno-overload and well-being of French small business owners: identifying the flipside of digital technologies. *Entrepreneurship and Regional Development*.  
[<https://doi.org/10.1080/08985626.2023.2165713>].

**Osburg, Yoganathan, Bartsch, Diallo & Liu** . 2024.  
How Sustainable Luxury Influences Product Value Perceptions and Behavioral Intentions:  
A Comparative Study of Emerging vs. Developed Markets  
*Journal of Business Ethics*.

**Justy, T., Pellegrin-Boucher, E., Lescop, D., Granata, J. & Gupta, S.** 2023.  
On the edge of Big Data: Drivers and barriers to data analytics adoption in SMEs" *Technovation*

**Hoang T., Pham L., Lahiani A. & Segbotangni E.A.** 2023.  
Does ESG disclosure transparency mitigate the COVID-19 pandemic shock? An empirical analysis of listed firms in the UK. *Journal of Innovation Economics & Management*, 41(2): 75-106.

**Aslam H., Waseem M., Roubaud D., Grebinevych O., Zulqurnain A. & D. Muneeb.** Forthcoming.  
Customer integration in the supply chain: The role of market orientation and supply chain strategy in the age of digital revolution. *Annals of Operations Research*

**Billiet A., Dufays F., Friedel S. & Staessens M.** 2021.  
The resilience of the cooperative model: How do cooperatives deal with Covid-19? *Strategic Change*.



To find out more about our faculty members :  
[mbs-education.com/faculty-and-research/faculty-departments/faculty-members/](https://mbs-education.com/faculty-and-research/faculty-departments/faculty-members/)

## ONE ON ONE SUPERVISION

Learn from a team of researchers with cutting edge knowledge and experience in research & teaching.

You can choose your thesis director from a shortlist of selected experts on the basis of the subject you have defined.

You exchange and meet online with your supervisor throughout the duration of the programme.

## TOP QUALITY RESEARCH

The permanent Faculty at MBS publishes more than a hundred articles a year in peer-reviewed journals referenced in the prestigious FT50 and ABS international lists, as well as the CNRS (Centre National de la Recherche Scientifique) and FNEGE (Fondation Nationale pour l'Enseignement de la Gestion des Entreprises) lists.

Over 40% of this output is published in tier-1 journals. Research output covers all management science disciplines and is proactively aligned with our institution's values (ethics, openness & diversity, global responsibility & performance).

## RECOGNISED ACADEMIC EXCELLENCE

MBS is cited in several categories in the 2022 Shanghai Ranking (Business Administration, Management Economics and Finance).

MBS is the first school in France referenced in the "Normalised Citation Impact category" i.e. the French school whose work is the most quoted in third party research articles.

This recognition demonstrates the relevance and impact of the work carried out by the MBS faculty.

Furthermore, MBS is the only Business School among the 30 French institutions that appear in this ranking.

## KEY FIGURES

**120+**  
**PAPERS**  
PER ACADEMIC YEAR

**6**  
**CHAIRS**  
2 CENTERS  
1 INSTITUTE  
9 RESEARCH GROUPS

**100+**  
PERMANENT  
FACULTY  
INCLUDING  
85 RESEARCH  
LECTURERS

**65%**  
OF OUR TENURED  
**RESEARCH  
FACULTY**  
ARE  
**INTERNATIONAL**

**1<sup>st</sup>**  
FRENCH MANAGEMENT  
SCHOOL  
**PRODUCING  
RESEARCH**  
.....  
SHANGHAI RANKING - 2023

**2<sup>nd</sup>**  
SCHOOL EX-AEQUO  
FOR **RESEARCH  
EXCELLENCE**  
.....  
L'ETUDIANT - 2023

**47<sup>th</sup>**  
**BEST  
MASTER**  
IN THE WORLD  
.....  
FINANCIAL TIMES - 2024

# TESTIMONIALS OF PARTICIPANTS



**Artyom**  
Prishchepov  
COO  
Solvd, Inc.

*"I have been working as a C-level executive leading software engineering operations at Solvd, Inc. (USA).*

*I feel my mindset has changed significantly in the way I treat information, theory, literature and research itself - and yet, I feel it's only the beginning of the journey. This is the result of the care, experience and openness of the professors I met, and the talented classmates I was lucky to study with.*

*I can recommend studying the DDBA programme at MBS to everyone who wants to experience real and challenging research, meet the brightest people in our field, and get the real business value of your research activities".*



**Vern**  
Campbell  
Senior Executives  
& Managers

*"I started the MBS DDBA programme in October 2021. I selected MBS based upon the quality of the programme and teaching staff.*

*The overall quality of the teaching staff and the structure of the programme has greatly improved my research capability and my knowledge, which has resulted in a tremendously rewarding personal learning and development journey. The experience has also made me a better University teacher and management consultant.*

*Overall, I would strongly recommend the MBS DDBA to anyone aspiring to develop personally and to take that next step in their professional development journey".*



**Bertrand**  
Girard  
Entrepreneur  
Transition Manager  
Researcher  
What if Consulting

*I chose the MBS' DDBA because it is one of the few 100% online programs, which is perfect for my extensive travels. I was also impressed by the quality of the professors and the school's ambition and objectives to publish more and more high-standard academic articles.*

*The DDBA helps me enhance my strategic consultancy in sustainability (which is my area of research) for companies and organizations I advise and improve my lecturing.*

*I gained better knowledge, the latest research skills, strong and rigorous methodologies that I can apply to my work and teaching.*





**Edward Summers**  
Deputy Chief  
Academic Officer  
British University  
in Vietnam

*"After a successful 30-year career as a senior manager in the ICT sector following a Master's degree with a UK university, I made the move to academia in 2006. With wide professional experience in many areas of business, including business development, marketing, general management and operation, I applied this through marketing and management lecturing roles in various countries, including the Seychelles, South Africa, India and the Middle East.*

*After comparisons with leading business schools in the UK, MBS's Doctorate in Business Administration was chosen because of the institution's longstanding reputation, triple AACSB, EQUIS and AMBA quality accreditations and the flexible method of delivery. What has been remarkable is the quality of the individual professors leading the tuition components and their ability to effectively manage the learning environment both in terms of their own input and in facilitating learning between students in the class.*

*The range of research specialisations covered by the professors encompassing both qualitative and quantitative methodologies has considerably broadened my appreciation of what is possible for research at this level. Moving into the research phase and working with a supervisor the support and advice received has been excellent in providing direction and helpful in maintaining motivation.*

*I look forward to graduating in 2024/5".*

## ADVICES FROM OUR DDBA STUDENTS

*"Take full advantage of the networking opportunities with peers and faculty"*

*"Just do it. You will never regret it, although you may often ask yourself, 'Why am I doing this?' throughout the journey. Although challenging, the rewards are worth it. You'll gain valuable knowledge and methodologies, grow humbler and stronger, and hopefully contribute meaningfully to your field."*

# JOIN OUR ALUMNI COMMUNITY

## THE COMMUNITY BY YOUR SIDE WHEREVER YOU ARE

- **Become a "life member"** of the alumni association and stay in contact at all times with the school's 23,000 talented graduates.
- **With 36 offices around the world** and also through afterwork sessions, conferences and themed workshops, share your career aspirations together.

## TESTIMONIAL OF A DBA GRADUATE

*"In 2018, Professor Cyril FOROPON gave us his first lecture on corporate social responsibility, which sparked my strong interest in this topic. With over 20 years of work experience in large multinational corporations, I deeply understand that the sustainable development of companies relies not only on their financial operational capabilities but also on their non-financial management capabilities, including their efforts on and implementation of environmental and social responsibility, fairness, and compliance, etc.*

*Social responsibility is no longer just a concept, but rather a responsibility and action, which is related to the sustainable development of enterprises, society, and the country. This is the internal reason why I chose this research direction as the topic for my thesis "Research On Corporate Social Responsibility And Its Impact On Sustainable Development Of Enterprises".*

*The in-depth research on this topic has made me clearer about how to better manage and operate businesses in the future, providing me with methods and directions when formulating enterprise development strategies, and providing theoretical support for my company's stable and long-term development. Over the past few years of learning and research, I have broadened my horizons and enriched my knowledge which has brought me numerous benefits. It has laid a more solid foundation for my personal development in the future".*

**Yicheng**

Wu

DBA Graduate  
Chairman

Yihua Real Estate  
Management





# KEY INFORMATION ABOUT THE PROGRAMME

**4.3**

NET  
PROMOTER  
**SCORE**

**46**

PARTICIPANTS'  
**AVERAGE  
AGE**

**14**

**YEARS OF  
PROFESSIONAL  
EXPERIENCE  
ON AVERAGE**

## **POSITIONS HELD**

IN RECENT PROMOTIONS

- Manager ■ Head ■ Team leader ■ Officer
- Executive Director ■ Director
- CEO ■ Owner of company
- Consultant ■ Professor

## **STUDENTS FROM AROUND THE WORLD**

- USA ■ France ■ Canada ■ China ■ Singapore
- Arab Emirat ■ GB ■ Saudi Arabia ■ Belarus
- Belgium ■ Congo ■ Egypte ■ Germany ■ Ghana
- Lebanon ■ Mexico ■ Niger ■ Nigéria ■ RCA
- Roumanie ■ Sweden ■ Taiwan ■ Vietnam





## KEY FACTS



### ADMISSION REQUIREMENTS

Candidates should hold a Master's degree with at least five years of managerial experience.

Applicants should demonstrate a sufficient recent business / management experience (e.g., middle or top management experience, consultancy, entrepreneurial ventures).



### DURATION

The Digital DBA is designed for professionals, effectively minimising the time required away from work to receive a professional doctorate. The programme can be completed in 3 years.



### LANGUAGE

The Digital DBA courses are all delivered in English.

Applicants must demonstrate a strong level of English language proficiency prior to admission.

English test results (e.g., TOEFL, TOIEC, IELTS, Cambridge) are expected to be provided by applicants and a formal interview with the DBA programme Director and other committee members will be held in English.



### TUITION FEES €33,000 (for 3 years)

- An early-bird discount of 1,500 euros will be awarded for the first 15 admitted candidates who have applied before the early-bird deadline scheduled on February 1<sup>st</sup>, 2025

## HOW TO APPLY

- To evaluate your eligibility, please send your CV by email to:  
dba@mbs-education.com
- Next intake: October 2025
- Application deadline: August 30, 2025

### DOCUMENTS REQUIRED UPON APPLICATION

- CV
- Motivation letter
- Certificate(s) from employer(s)
- Copy of ID card or Passport
- Copy of highest degrees obtained
- Copy of transcripts of grades
- Copy of English tests

## THE PROGRAMME'S MANAGEMENT TEAM



### Dr Cyril FOROPON (PhD)

DIRECTOR, DBA PROGRAMMES

- More than 15 years of teaching experience
- Black Belt Lean Six Sigma Certified
- Articles published in IJPE, IJPR, IJOPM, AOR, JCP, MD, IJIM, JEIM, IJLM, TFSC, amongst other leading academic journals



### Seng BISIYOU

ADMISSION OFFICE,  
DBA PROGRAMMES

We are happy to respond to all your queries, suggestions, and feedback. We do our best to give you outstanding support and help.

### CONTACT US:

dba@mbs-education.com  
mbs-education.com

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for information purposes only. Courses, prices  
and conditions may change.