



UBI
United Business
Institutes

In partnership with
 **Middlesex
University
London**



DBA

Doctorate of Business Administration Programme



Message from the Dean



Gaston Fornes

*Dean of United Business Institutes
Brussels Campus*

We often hear that disruption is the new normal. We learn that the global geopolitical landscape is increasingly complex. We wonder what these mean for business, and crucially, what these mean for us.

At UBI, we reframe uncertainties into opportunities for learning. We can no longer afford to consider business education independent of other disciplines. Effective business education needs to negotiate grey areas, address contextual variations, and tackle real-world issues. UBI's curriculum focuses on delivering practical outcomes that address meaningful trends and emerging needs in the business world.

Central to the success of our students is the decades of leadership and industry knowledge that our faculty brings into the classroom. UBI's programmes are based on the input of academics, professionals, and industry experts who have been teaching at UBI since the college's inception in 1992. Our reputation is based on this unique quality of academic and professional integration. UBI's partnership with Middlesex University London further strengthens the rigour of our curriculum, ensuring that the qualities and credentials of our graduates are recognised by institutions and organisations around the world.

Relationships form a bedrock in the business world. UBI's classrooms have been meticulously crafted to provide the broadest international experience to our students. Having students and alumni from over 50 countries in the world, we consider diversity in our classrooms as our competitive advantage.

Our graduates have a strong desire to learn and an entrepreneurial spirit that makes them great advocates for driving business transformation. Our students learn how to make a difference, wherever they go. We welcome you to join our community of students, faculty, and alumni who are shaping the future of business.

Sincerely,

Gaston Fornes
Dean UBI Brussels

United Business Institutes

United Business Institutes (UBI) is a top European business education institute providing BA, MBA, EMBA, DBA, EDBA education to business leaders with European academic tradition and excellence. With the mission of offering professional, innovative, and top-quality business education. UBI has built up a wide education network in cooperation with the world's top universities and excellent business schools.

Located in Brussels, the capital of Belgium, the headquarter of UBI is in the middle of historic architectures of the 19th century. Across the street are the grand royal palace and beautiful royal garden. A few minutes' walks further are the headquarter of the European Union. UBI has its satellite campus in the Grand Duchy of Luxembourg. It is located in a historic castle, which has accumulated classic culture and tradition of music, history, and arts, and offers a vigorous and peaceful environment perfect for learning.

English is the working language at UBI, and some international courses are taught with the assistance of local languages. All faculty members at UBI are known professors from world top universities or business leaders in the fields, who are active and leading in both academic and business activities. Their insightful teaching, rich experience in business, and individualized guidance in and outside of the classroom empower UBI students.

UBI serves as the bridge between academic and business communities. Its original, practice-based and innovative research thinking and its frontier and effective solutions to business problems have fostered a large group of established business executives and entrepreneurs across the world in the field of business, finance, banking, world top 500 companies, public companies, and government agencies. Their outstanding managerial concepts, excellent performance, comprehensive strength, and entrepreneurship are widely recognized by industrial insiders. That is why UBI has become the respected international business institution that highly adorned by entrepreneurs and elites of all fields in China.

UBI graduates are playing a great leading role in business institutes, finance, and banking communities, the world's top 500 companies, listed companies, government agencies, and medical and pharmaceutical fields, across the world. Their leading management thinking, comprehensive strength, and entrepreneurship are widely recognized by industrial insiders and many have transformed into scholarly business leaders. Based on this, UBI has become an established international business institution highly recognized by entrepreneurs and elites of all industries in China.

As the incubator for entrepreneurs and business executives, UBI has become one of the best business schools in Europe with its good performance in business school rankings and the success of its DBA programme in China. UBI DBA provides practice-based courses to cope with the challenges in the uncertain and complicated business environment of the age. Graduates from this programme will grow and achieve beyond themselves with self-motivation, courage, and confidence, and become successful entrepreneurs and business executives with the integration of entrepreneurship and academic thinking.

Programme Introduction

DBA, Doctorate in Business Administration, is the highest academic degree and a research doctorate in business administration. It is a practice-based programme in business and the crown of business administration education.

The progress and success of UBI in China is visible to all. UBI DBA, as the pioneer and leader of DBA programmes in China, has fostered hundreds of graduates successfully. Based on the training of leadership, innovation, business insight, and influence in EMBA programmes, DBA programme integrates the academic rigorousness, research originally, research methodology training, and empirical research projects in Ph.D. programs into its education and aims at solving contemporary business problems with frontier-knowledge and theories.

UBI DBA is one of the most popular doctor-degree level programs in China, Europe, and the world. It includes the essence of academic theories and research but focuses more on applied research with the aim of integrating theory and business practice at the new high, facilitating entrepreneur's business success, developing the insights and innovation of business professionals and leaders.

UBI DBA, as one of the first DBA programmes in China, has led and promoted the sustainable development of DBA education in China. In the past 10 years, UBI DBA has attracted a large number of business elites and social backbones with the ambition of promoting their business to a new height of development and provides them with a high-quality education program that sheds a light on business administration and global economic development with a close connection top business problem-solving, local economic dynamics and the latest development in social sciences to equip them with in-depth, rich and practical business-oriented know-how.

With a distinctive European-Chinese attribute, UBI DBA features itself with its integration of the local elements and international characteristics and emphasizes both theories and applied research with specific strength in cross-cultural management, financial investment innovation management, and technology-related organization innovation. Through research in real business and administrative problems, students will acquire an in-depth understanding of problems and issues in the related business field, grasp skills of how to conduct high-quality research via research design, and data collection and analysis, learn how to write research report up to academic standards, improve the skills in business problem and analysis and problem-solving, and set up a solid foundation for business decision making and enterprise development.

Students' research directions and topics are chosen with the guidance of their supervisors. Within 3-5 years of study, students are required to conduct empirical research related to their professional and business practice applying the related economics and management theories and to submit the thesis based on the research to UBI academic committee. Those who satisfy the thesis requirements will be invited to the thesis, defense, and those who pass the defense be awarded by UBI a DBA degree certificate. All these will be included in the UBI thesis database.



As the terminal degree after the Master of Business Administration (MBA), the Doctorate of Business Administration (DBA) is the highest level of degree education combining business, management, and personal development. The DBA is equivalent to the conventional Doctor of Philosophy (Ph.D.)

The two degrees differ as follows: the Ph.D. lays particular stress on an in-depth theoretical study from an academic perspective. The DBA emphasizes the practical application of theories and independent research on practical problems encountered in business and management. The DBA provides an optimal way of combining theory and practice for senior business managers. The DBA has been adopted by more and more business schools.

DBA v.s. PhD

	Content	Ph.D.	DBA
Similarities	Research Level	Doctorate level study and research programme	
	Study Content	Focus on research methodology	
	Degree Award	Thesis / dissertation as the sole criterion for degree	
Differences	Programme Nature	Purely academic and theoretical research	Application research on managerial practices
	Study Objective	Creation of new theoretical knowledge	New knowledge creation or new exploration based on managerial experience
	Study Time	5 years	3 years
	Career Background	No requirements	Rich managerial experience required
	Study Form	Full-time study	Part-time study
	Thesis Standards	Creation of new theoretical knowledge	Theoretical and normative summary of managerial experience and creation of new managerial knowledge



PROGRAMME STRUCTURE

The operation of the UBI DBA programme combines workshops, individual research, and academic supervision to meet the requirements of part-time study. The DBA study differs from the MBA and other master-level studies in that it focuses not on professional or academic knowledge but on research methodology; the main form of study is not classroom teaching but independent research under the supervisor's guidance. Students are expected to have mastered the fundamental economic and management theories prior to admission into the programme. They should be familiar with the professional field of their research and have rich managerial experiences related to their research topic.

THE STUDY PROCESS IS DIVIDED INTO TWO STAGES:

Stage 1: Courses on Reserach Methodology

Study on this stage is conducted in the form of classroom teaching and literature reading, and the schedule is listed as the following: (UBI academic year starts from July to the next August)

Time	Study Content	Place
First Year	Management reserach fundamentals	UBI Shanghai Campus DBA Class
First year to Second year	Basic reserach methodology	UBI Shanghai Campus DBA Class
	Advanced research methodology	



UBI DBA INTRODUCTION

Management Research Fundamentals

- Introduction to DBA research
- Research in Management Science and Economics
- Introduction to Strategy Research
- Introduction to Marketing Research
- Introduction to Finance Research
- Research in Strategic Management of Innovation
- Leadership Management Research
- Crisis and Risk Management Research

- Introduction to Research Design
- Introduction to Research Methodology
- Research Design and Methods: A Case Study
- Research Design and Literature Review
- Literature Survey
- Online Library Resources Searching Techniques

Basic Research Methodology

Advanced Research Methodology

- Research Proposal Writing
- Literature Review Writing
- Research Proposal
- Pilot Project Report
- Report on Research Progress
- Scientific Speech Training
- Thesis and Oral Defense

From the above schedule is for reference only, and adjusted according to the teaching needs.

Stage 2: Independent Research and Thesis Writing

Study in this stage centers around individual research supported by the supervisor's guidance, aimed at the ultimate completion of a DBA thesis in conformity with academic standards.

The DBA thesis should be a piece of work with application and innovation, and the student will be properly supported and supervised in order to produce within the three-year study. The thesis should exhibit substantial evidence of original scholarship and presented in publishable standards.

A candidate of the UBI DBA programme is required to show the ability to conduct original investigations, to test, apply, and/or to examine his/her theme to a wider field of knowledge. This may involve the identification of current issues and the application of theories that are relevant to problem-solving in the candidate's daily working environment, and/or the identification of both theoretical and practical issues to facilitate future implementation of operational and/or strategic plans within his/her organization.

The research is to be conducted by three phases:

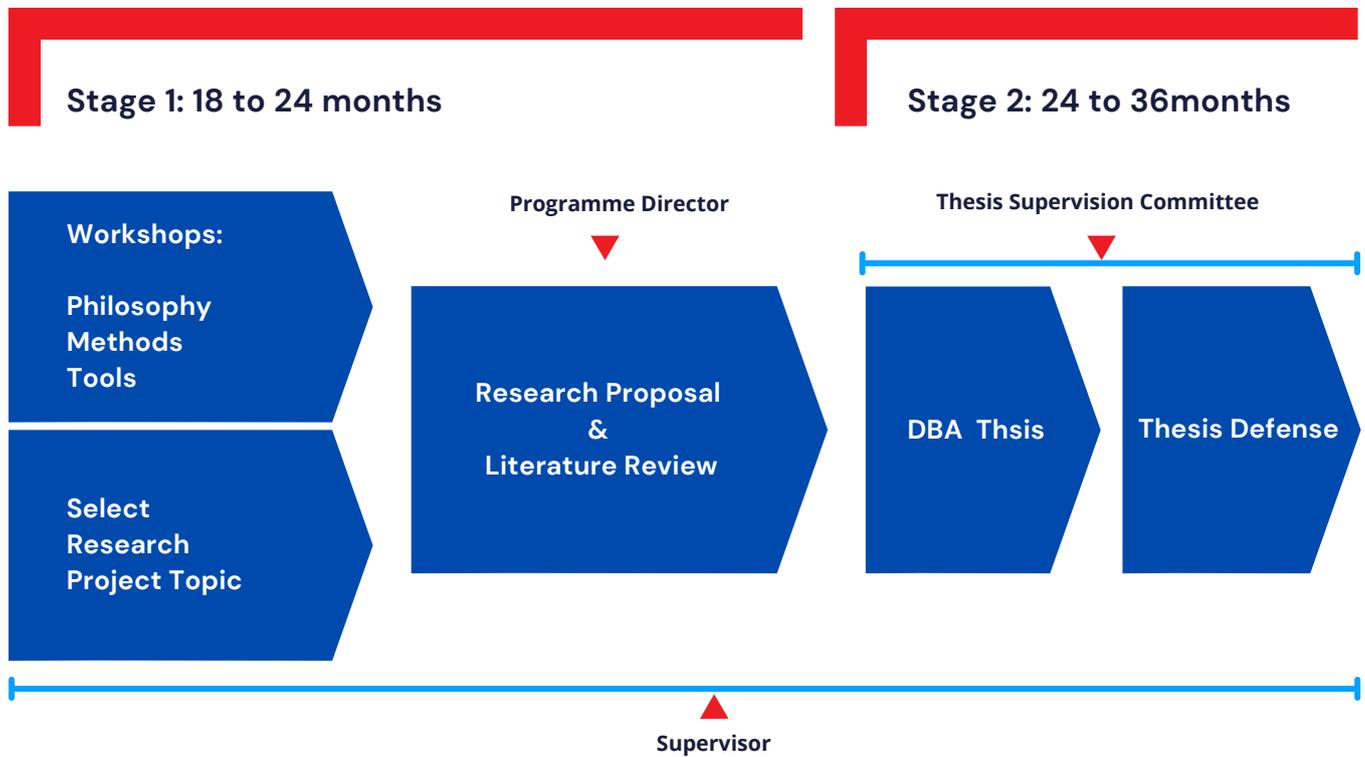
- 1** 14 months since enrolment: submission of Research Proposal
Requirements: presenting the topic, scope, prerequisite, rationale, methodology, and feasibility of the research, more than 3,000 words, 15 mins ppt for the oral report

- 2** 16 months since enrolment: submission of Literature Review
Requirements: elaborating on the theoretical framework for the research, evaluating the findings and limitations of the relevant literature and making comments, more than 15,000 words, 15 mins ppt for the oral report

- 3** 18 months since enrolment: submission of Pilot Project Report
Requirements: showing the theoretical framework, explaining the methodology and process of the research, presenting arguments and reporting the preliminary result of research, more than 15,000 words, 15 mins ppt for the oral report

Besides, students must report the research progress and present a Report on Research Progress to DBA directors once a school year without limited in words.

The whole study process:



Thesis Proposal Presentation & Final Defense

Candidates are required to submit a thesis on the selected research topic to the Thesis Supervision Committee, and students who have completed qualified thesis will be granted by the supervisor to attend the final defense.

The committee includes more than three supervisors from UBI and an internal examiner. The final defense for the dissertation is conducted by the committee.

Do high-level research on real-world business problems, write a research paper with academic standards, and meet the required academic level.

The qualified candidates will learn:

- Three kinds of thinking: critical thinking, creative thinking, and rigorous argument thinking on the problem
- Three different abilities: scientific and analytic ability, independent research ability published ability
- One literacy: building an academic reputation, what is the academic morals, academic attainments, and academic contribution



DEGREE AWARD

The doctoral thesis will be written in English and Chinese, and the selected topic should be focused on tackling complex, creative and strategic issues in the real world, with particular emphasis on applied value. Students work closely with their supervisors during the research stage and report regularly on their progress.

After successfully completing the study programme, supervised research, and oral thesis defense, students will be awarded a Doctoral Degree in Business Administration by the United Business Institutes and Middlesex University.

Graduation Ceremony

Wearing a Dr. Robe and Dr. Cap (provided size one month in advance)

DBA graduation photos

Group photo in Palace square

Souvenir photo with Dean and Professors

Graduation Degree Photo

Graduation Group Photo

Ceremony cocktail party (welcome to bring families and book a month in advance)

Ceremony dinner (suit for gentlemen and dress for ladies)

APPLICATION REQUIREMENTS

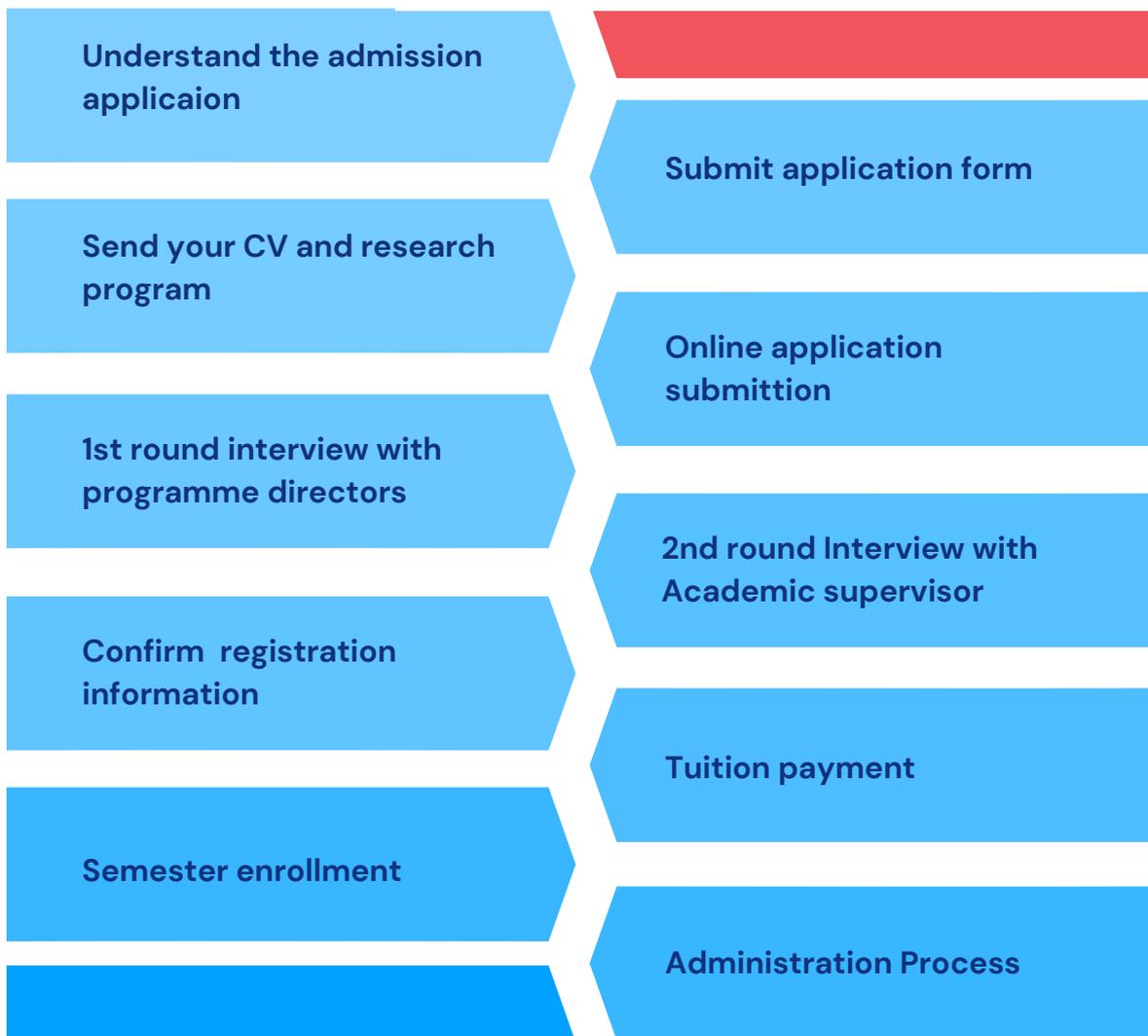
Applications for this programme should meet the following entry requirements:

An MBA / EMBA or a
Master's Degree

A Bachelor's degree or
equivalent qualification
(a minimum of 6-10 years of full-
time management experience)



ADMISSION PROCEDURE



UBI China Alumni Association

UBI has alumni from all across the world. The Alumni Association is not just a simple contracting organization for alumni, but more of an extension of teaching and learning and an important link in cultivating world-class entrepreneurs.

UBI China Alumni Association boasts the principle of “supporting the development of UBI, serving alumni with sincerity and life-long learning”. It is a platform where graduates and current students bound with a sense of family belonging and where they can realize constant learning and common progress.

UBI China Alumni Association set up the “UBI Charity Fund” during the celebration of the 10th anniversary of the UBI China Education Centre. Managed by the Alumni Association, the fund has made a charity plan with respect for the intention of individuals, classes, or sub-associations to ensure real delivery in a continuous and effective manner.

UBI China Alumni Association will keep growing and sector associations and clubs will be set up including chain operation association, mobile internet association, e-business association, logistics, and supply chain association, agribusiness association, real estate association, aviation association, medical and health industry association, tourism club, golf club, photography club, football club and alumni theater club.

UBI China Alumni Association will hold large prom days, these forums, and alumni parties on regular basis. All events are splendid and grand, worth sharing and remembering.



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