

The logo for ipag Business School is located in the top left corner. It consists of the word "ipag" in a white, lowercase, sans-serif font on a teal square background. Below the square, the words "Business School" are written in a smaller, white, sans-serif font. Underneath that, the cities "Paris Nice Kunming Los Angeles" are listed in an even smaller, white, sans-serif font.

ipag

Business School

Paris Nice Kunming Los Angeles

The letters "DBA" are displayed in a large, white, bold, sans-serif font, centered horizontally across the middle of the image. The background behind the text is a dark blue horizontal band that spans the width of the page.

DBA

The text "DOCTORATE IN BUSINESS ADMINISTRATION" is written in a white, bold, sans-serif font, centered horizontally across a red horizontal band at the bottom of the page.

DOCTORATE IN BUSINESS ADMINISTRATION



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WELCOME TO

# IPAG DBA PROGRAM



**GUILLAUME BIGOT**

Director General

IPAG Business School is one of the major business schools in France, EPAS-accredited, and listed as the 3rd best French business school in the Academic Ranking of World Universities (Shanghai ranking) for academic research in both economics and finance. Our mission is to educate managers for fast-changing worldwide environments and to produce quality research with national and international visibility.

Enabled by a culture of excellence, the Faculty of IPAG conducts cutting-edge research on current business and management challenges and consistently adopt innovative teaching approaches to develop delegates' skills and capacities.

Our DBA is a key program that is designed for outstanding managers who hold a master's degree or equivalent with at least five years of professional experience. It aims at developing critical thinking and research with high societal and managerial impacts.

Choosing to pursue doctoral studies is a life-changing decision. School choice, location, and specialization can all impact your successful future as a business leader. We hope this brochure will help you make an informed decision.

## INTERNATIONAL PROFILE



**DR. BERNARD TERRANY**

Director of  
International Relations

Aspiring for a DBA while maintaining a demanding career starts with a major decision: selecting an academic institution with an international profile. IPAG DBA is well established in France, China, and Iran and is rapidly expanding to other countries.

The pedagogical content of our DBA program is adapted to business leaders who are empowered to conduct ground-breaking investigations with regard to contemporary management practices. We benefit from collaborations with research institutions in France and abroad. These collaborations particularly ensure the continuing pertinence of our program to emerging markets.

# STUDY AT A TOP-RATED BUSINESS SCHOOL



**3,500** STUDENTS  
& **12,500** ALUMNI



**84** NATIONALITIES



**200** EXECUTIVES  
STUDYING IPAG'S DBA  
AND EMBA



**+25** PROGRAMS  
AVAILABLE IN  
FOREIGN LANGUAGES



**5** TRAINING LOCATIONS  
WORLDWIDE: PARIS,  
SHANGHAI, TEHERAN,  
GUANGZHOU, HANOI



TOP **200** INSTITUTIONS  
WORLDWIDE FOR BOTH  
ECONOMICS & FINANCE  
*Shanghai ranking 2019*



**55** YEARS  
OF HISTORY



**2** CAMPUSES IN  
FRANCE: PARIS  
AND NICE



**3** ASSOCIATE  
CAMPUSES ABROAD:  
ABIDJAN, HANOI AND  
KUNMING

# IPAG LAB: CUTTING-EDGE RESEARCH

The Faculty and Research underpin all strategies and missions of IPAG Business School. A diverse and high-quality faculty of more than 70 permanent members conducts internationally recognized research to ensure pedagogical excellence and create knowledge for the practical needs of society and business.

Research is one of IPAG Business School's institutional strengths. Created in 2009, IPAG's research laboratory is devoted to the development of theoretical and applied knowledge in economics and management. With an annual average of more than 80 article publications in highly ranked journals, IPAG entered, in 2018, the Top 200 institutions worldwide in both economics and finance of the Academic Ranking of World Universities.



**PROF. FREDERIC TEULON**

Deputy Director General  
Dean of the Faculty and Research

## KEY FIGURES

- Over 70 researchers
- Over 150 publications each year
- A focus on innovative research with impact on society and business
- 05 endowed research chairs: Entrepreneurship, Digital Innovation and Performance; Inclusive Companies; Quantitative Finance and Risk Management; Made in France; and Environment, Climate Change, and Energy Transition.

## INTERNATIONAL RECOGNITION

- Partnerships with many prestigious institutions
- Three international conferences held annually at IPAG each year
- A ranking position as one of the world's best research departments in the 2019 Shanghai Ranking for both economics and finance (Top 200) and RePEc.

In 2017, IPAG hit the 3rd rank of the Shanghai Ranking among French business schools for its research in economics. Currently, the school is listed among the Top 200 best institutions in the world for research in both economics and finance.

IPAG's place as a top global research center for economics was already cemented in 2016 when the school got ranked 1st Business School in France in the RePEc ranking.



# PROGRAM PURPOSE



**PROF. DUC KHUONG NGUYEN**

Academic Director of  
DBA Program



**DR. RAPHAEL LISSILLOUR**

Director of DBA  
Program Development



**DR. NEGAR TERRANY**

Head of Operations

The ultimate objective of the IPAG's DBA program is to fill the usual academic and practice gap that cannot be bridged by traditional Ph.D. programs.

It provides highly qualified practitioners and top corporate executives with an opportunity to enhance professional expertise and leadership with academic rigor, and thereby strengthen their current employment position, support a career change project, or leverage promotion to higher executive responsibilities.

It is also a unique chance to participate in the activities of IPAG Lab, a top-ranking research center in France, and to publish research outcomes in international academic conferences or journals.

Our students enjoy opportunities to visit our campuses in France and French companies, which give rise to great discoveries and cultural exchange. We wish all IPAG DBA students a successful and rewarding doctoral process.



# WHY CHOOSE THE IPAG DBA?



## ORGANIZATIONAL BENEFITS

Our students generally start from a real business problem of their own organization to which they apply scientific research tools. The doctoral findings will provide their organization with innovative and efficient solutions.

The cutting-edge business education, based on advanced management techniques and critical learnings on business administration, can provide innovative methodologies for dealing with real-life business issues and identifying the drivers of profitability.



## ADAPTED STRUCTURE

The program is structured to allow students to continue a demanding career while pursuing the doctoral program. Both courses and key academic activities are scheduled during the weekends or concentrated on short periods of training. This flexible format offers DBA candidates great flexibility to manage their studies as well as professional and personal lives.



## INTERNATIONAL EXPERIENCES

The students enjoy an international faculty, the possibility to visit our campuses, and local companies in France as well as to interact with French students and faculty members. Such activities give rise to great discoveries, business opportunities, and cultural exchange.



## A SUPPORTIVE PROFESSIONAL COMMUNITY

IPAG emphasizes cooperation with prestigious research centers and universities in order to match DBA students with professors able to supervise problematic issue areas that require cross-functional expertise.



## PERSONAL BENEFITS

Our DBA program will help the students enhance their analytic and strategic thinking. In the meantime, they will be able to share this developmental experience with other business leaders and expand their network. As the students create a special relationship with their fellow DBA candidates, they will become valued members of their professional and personal networks.



## INTERNATIONALLY RECOGNIZED RESEARCH EXCELLENCE

IPAG Lab is recognized as a leading research center in France, Europe and all over the world. DBA students will have the opportunity to conduct their doctoral research under the supervision of outstanding and experienced faculty members, of which some are editors of many well-known scientific journals, as well as to present their work at annual scientific conferences organized by the School.



## A WAY TO EXPAND YOUR POTENTIAL CAREER

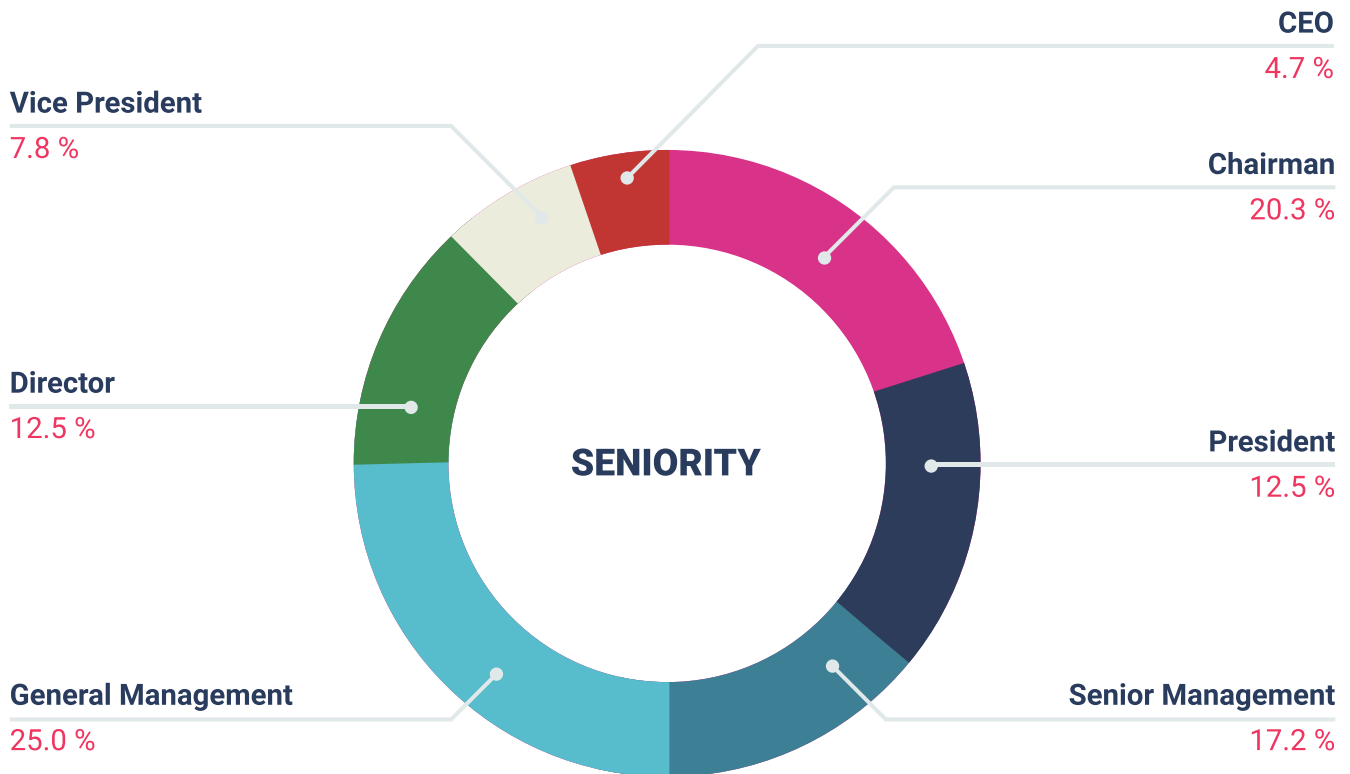
As a holder of a Doctorate in Business Administration, the students will have the credential to become a faculty member at business schools and universities, which nowadays suffer from a critical shortage in qualified business faculty. Some alumni will be well-armed with consultancy work, thanks to the deep and innovative understanding of management theory and practice.

# WHO ARE OUR DBA CANDIDATES?

We welcome applications from talented executives working in all industries, and each application is considered on its own merit. The candidates should have a desire for intellectual stimulation and wish to conduct a research project.

Candidates usually recognize that accepted knowledge is not sufficient for effectively dealing with an increasingly global, complicated, and turbulent business environment. Our DBA program will provide participants with a synthesis of the latest trends and advances in the fields of management science. Since candidates aspire to contribute to academic knowledge through research, they will be encouraged to reflect on managerial practices, solve problems, compare different methods of management, and suggest practical ways to implement innovative approaches in corporations.

## STUDENT PROFILE



## FROM DIVERSE INDUSTRIES

34%	Technology	4%	Consulting Service
20%	Logistics	3.5%	Education
12%	Healthcare	3.5%	Real Estate
8%	Investment	3%	Retail
5%	Financial Service	2%	Communication
5%	Other		

### 1 STRATEGIC MANAGEMENT

#### From hyper-competition to stakeholder agency analysis

The main aim of this course is the development of a critical and applied approach towards research in strategic management. The first part of the course, with its focus on core theoretical approaches in strategic management and emerging ones, allows discussions of research in-depth and shows the versatile subject area of strategic management research and development and its applicability to real-world phenomena. Through frontal lectures, reading, group work, role-playing and short in-class case study discussions during the first part of the course, participants will make a journey through different strategic management streams such as agency theory, behavioral agency theory, stewardship theory, resource-based and resource dependence theory, stakeholder theory, faultline approach and leadership succession. The second part of the course consists of going deeper through what has been learned in the previous part of the course and extract core concepts and instruments which can be applied to practical contexts and real-world phenomena.



### 2 ENTREPRENEURSHIP AND INTERNATIONAL MANAGEMENT

#### From agile management to business process innovation

The overall objective of the course is to introduce theories, knowledge, and tools for the creation and growth of successful entrepreneurial ventures in the international context. First, attention is devoted to the beginnings of the entrepreneurial process, including opportunity recognition, feasibility analysis, business model development, and venture team formation. Second, several aspects of entrepreneurial venture growth are discussed, including growth challenges, opportunities, and strategies, which focus on internationally oriented ventures. Third, the functioning of the venture capital industry and its importance for international entrepreneurial ventures in the global environment are discussed.



### 3 ORGANIZATIONAL STRUCTURES AND CHANGE MANAGEMENT

#### From organizational charts to the theory of practice

This course explores how organizations could be designed and how individuals behave in this setting in order to achieve their objectives. It provides introductory concepts for describing and analyzing organizations, as well as a framework for understanding employees' motivations and team management. At the organizational level, it covers organizational theory, structure, culture, design and inter-organizational aspects. At the individual level, it deals with decision making, motivations and teamwork. Finally, the course gives, through surveying the most relevant literature, a focus on the development of new organizational forms in response to changes in the environment, and how organization theory can help people manage complex organizations in a rapidly changing world.



# PROGRAM DESIGN

## RESEARCH DESIGN AND METHODOLOGY



### 1 RESEARCH DESIGN I

#### Problem formulation



During this course, students will learn how to draft a first research proposal. First, the structure of the research proposal is investigated. Then, suggestions regarding the research schedules, research methods and literature references are provided to students. Accessing research articles, methodological frameworks and datasets is also covered by the course. Software such as Google Scholar, Endnotes, BibTex and Turn-It-in are introduced. Teaching methods will prioritize active methods, experiential learning, discussion learning, action learning, critical management learning and situated learning. The support material is made of only the thesis proposal sent by the students.



### 2 RESEARCH DESIGN II

#### Research proposal development and systematic literature review



During the second class, the student should finalize his/her research proposal. The main topics covered by the 2nd class are the proper identification of the originality of the research work proposed, the accurate literature review to which it belongs, the writing of the methodological framework with scientific software (LaTeX, MathType), and the assessment of the data needs from the providers of quantitative and qualitative data.

### 3 RESEARCH METHODOLOGY I

#### From Qualitative to Quantitative Analysis



The course emphasizes basic tools and methods that graduate students will encounter and use in business research. It starts with an overview of social research, and of methods frequently used in social science research. Next, it emphasizes learning statistical tools needed to answer specific research questions. Thereafter it focuses on survey research, including survey setup. It then reviews the elements of survey research design. and Students will conduct statistical analysis of data obtained through the survey and present research findings. The course also emphasizes recent developments in machine learning, artificial intelligence, and big data applications. It showcases prominent avenues in these fields. Mode of delivery is individual hands-on analysis of data using statistical software, group discussions and presentations.

### 4 METHODOLOGY II

#### Case Study



To be able to prepare fully for the doctoral research, students do need to understand about the nature of research and decide upon what they wish to discover about a specific topic or situation in a particular area of the business world. The researcher enters, therefore, into a dialogue with the material and asks questions such as what, why, and how? This course only focuses on how to do research by conducting a case study (case study as a research method). It would involve: i) identifying of a subject from the study (topic definition); ii) carrying out a written summary on the subject; iii) Selecting a sector or a company for study; iii) Understanding the difference between a Research Paper & a Case Study; and iv) learning case design and case studies examples.





**ANDREA  
CALABRO**

Professor of Family Business & Entrepreneurship  
Associate Editor of Journal of Family Business Strategy



**DOMINIQUE  
BONET FERNANDEZ**

Professor of Management



**MARIA GIUSEPPINA  
BRUNA**

Full Professor of Management  
Deputy Editor-in-Chief of Management & Sciences Sociales



**JULIEN  
CHEVALLIER**

Full Professor of Commodity Markets



**VINCENT  
DUTOT**

Professor of Management of Information Systems



**RAPHAEL  
LISSILOUR**

Assistant Professor of Management



**ADNANE  
MAALAOUI**

Full Professor of Entrepreneurship  
Associate Editor of Journal of Small Business Management



**HANS -JORG  
VON METTENHEIM**

Professor of Quantitative Finance & Risk Management  
Senior Editor of Journal of Forecasting



**DUK KHUONG  
NGUYEN**

Full Professor of Finance  
Editor of Annals of Operations Research, Subject Editor of Emerging Markets Review



**ILARIA  
DALLA POZZA**

Professor of Marketing  
Founder and Board Member of Association for Insurance Marketing



**JULIA  
VINCENT-PONROY**

Assistant Professor of Management



**NEGAR  
TERRANY**

Assistant Professor of Management



**IMEN  
SAFRAOU**

Full Professor of Marketing



**NICOLAS  
TOPALOGLOU**

Professor of Finance



**CHRISTOPHE  
SCHALCK**

Full Professor of Economics



**TRA  
TRAN**

Assistant Professor of Management

# ACADEMIC PROCESS

## STAGE ONE YEAR 1

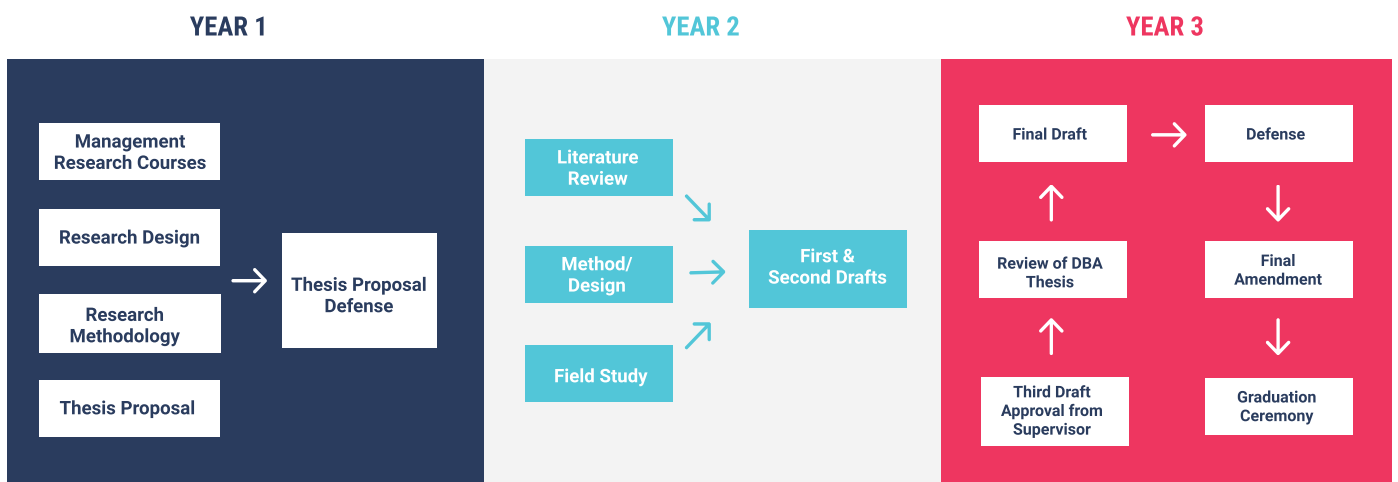
The taught stage of the DBA program is completed during the first year, which culminates with the Grand Comprehensive Exam.

DBA students will begin with an orientation into the program, which will take place after the opening ceremony. During this period, they will benefit from 3 courses related to management research providing them with fundamental theories and concepts. Four other courses, devoted to research design and research methodology, will provide the necessary tools and methods.

## STAGE TWO YEAR 2 & YEAR 3

The field stage of the program takes a minimum of two years to complete. DBA candidates will cooperate with a supervisor to conduct their field studies and write the thesis.

During this period, DBA candidates have to meet, physically or via videoconferences regularly, the supervisor to report on the work progress. The thesis shall be written in a way that may allow subsequent publications in academic and professional journals.



1

## ADMISSION REQUIREMENTS

A Master's degree or equivalents, such as MBA and EMBA, from an accredited university

Five years of professional experience

English level minimum of TOEFL 80, IELTS 6.5 or equivalent

## ADMISSION PROCESS TIMING

**Two admission stages are proposed each year. The Spring intakes begins in March, while the Fall intake starts in September.**

2

## FORMAL APPLICATION

Complete an online application form:

- [https://ddc.oscar-campus.com/ipag/dc/record/ipag\\_dba\\_fall/register](https://ddc.oscar-campus.com/ipag/dc/record/ipag_dba_fall/register)

Applicants are required to provide the following material to accompany their application:

- CV and statement of purpose essay
- Letters of recommendation
- Proof of 5 years of professional experience
- Transcripts and copies of previous degrees
- Certificate of English, minimum of TOEFL 80, IELTS 6.5 or equivalent
- Proof of payment of the application fees
- Copy of the candidate's passport and a digital ID picture
- One page research proposal (optional)

3

## ADMISSION INTERVIEW

Candidates will be invited to attend the admission interview directed by the admission committee.

4

## CONDITIONAL OFFER LETTER

If the interview has been successful, the admission committee will confirm the results and the school will issue a conditional offer letter.

5

## PAYMENT OF THE TUITION FEE

The candidate pays the tuition fee to confirm the application.

6

## OFFER LETTER

After payment of the tuition fee, the school will issue the original offer letter

# JOIN US

IPAG Business School welcomes qualified and motivated candidates.

## TUITION FEES



*(\*) 3000 EUR for each additional year (two years maximum)*

**100 EUR**  
Application Fee

**For more information:**

Please reach out to IPAG's DBA Office:



[www.ipag.edu/dba](http://www.ipag.edu/dba)



[dba@ipag.fr](mailto:dba@ipag.fr)

# STUDENT TESTIMONIALS



"Thanks to a high-level supervision, I mastered academically valid tools and methods which are appreciated from corporate boards of direction and confer on me a more robust managerial legitimacy. The IPAG DBA gave me an opportunity to strategically reposition myself and redirect my career. As a doctor, I am now more competent and structured, thus being able to find innovative solutions to complex problems which would have stayed unsolved before."

### Qi Zhiliang

General Manager of Hoerbiger Drive Technology (Changzhou) Co., Ltd.



"During my research work for my DBA dissertation, I have developed a deeper understanding for the management theories and learned how to effectively apply those theories into making corporation strategies. I re-examined the existing strategies of my corporation and made appropriate modifications accordingly. DBA has prepared me for future challenges in my career."

### TIAN Xuefeng

CEO & Director of STABLUS (Jiangsu) Co., Ltd., STABILUS Group GmbH management Board Member

Awarded with "May 1st Labor medals" in Jiang-su Province in 2015  
Named Honorary Citizen of Changzhou City in 2011.



"I am so grateful for improving theoretically and practically by passing IPAG DBA program.

By learning how framing mindset to new business environment I can help our company to develop in all aspects. There is always work we can all do to improve daily."

### Katayoun SHAHIDZADEH

CEO Optimum multicultural management company BV(Netherlands)  
CEO Consultant Nargoon kish co (Mass construction and investment group).

## A SELECTION OF IPAG DBA ALUMNI'S WORK PRESENTED IN INTERNATIONAL CONFERENCES

### SUN KEFEI (2018)

Monod, E., Davies, J., Sun, K., Tian, X., Zhang, M., Gong, T., & Li, Y. (2018, July). A contribution to SEAM with power analysis and technology impact. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 12801). Briarcliff Manor, NY 10510: Academy of Management.

### ALEX TIAN (2018)

Monod, E., Eisner, A. B., Hillon, Y. C., Tian, X., Sun, K., Zhang, M., ... & Li, Y. (2018, July). New consulting theories for hypercompetition in China?. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 12808). Briarcliff Manor, NY 10510: Academy of Management.

### CHRISTINA YING (2019)

Monod, E., Eisner, A. B., Olumba, U., Rival, M., Joyce, E., Ying, C., ... & Liu, L. (2019, July). Business Processes, Organizational Transformation and Social Media: An Action Research in China. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 15425). Briarcliff Manor, NY 10510: Academy of Management.

### TAN YUN (2019)

Monod, E., Eisner, A. B., Olumba, U., Rival, M., Joyce, E., Ying, C., ... & Liu, L. (2019, July). Business Processes, Organizational Transformation and Social Media: An Action Research in China. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 15425). Briarcliff Manor, NY 10510: Academy of Management.

### TONY YU (2019)

Monod, E., Song, L., Olumba, U., Joyce, E., Santoro, F., LONG, L., ... & Yu, T. (2019, July). Boundary spanners, social media and organizational change: an action research in China. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16526). Briarcliff Manor, NY 10510: Academy of Management.

### JOHNNY WANG (2020)

Lissillour, R., & Wang, J. (2020, June). Constructive deviance: the influence of organizational subcultures on the adoption of a new information technology system. In *Conference AOM Divisions ODC-MC/ISODC/ISEOR*.



GOING BEYOND TOGETHER



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<https://www.ipag.edu/en>

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