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The future of DBA Market Perceptions of Business Schools

EDBAC

September 2023
Michel Kalika

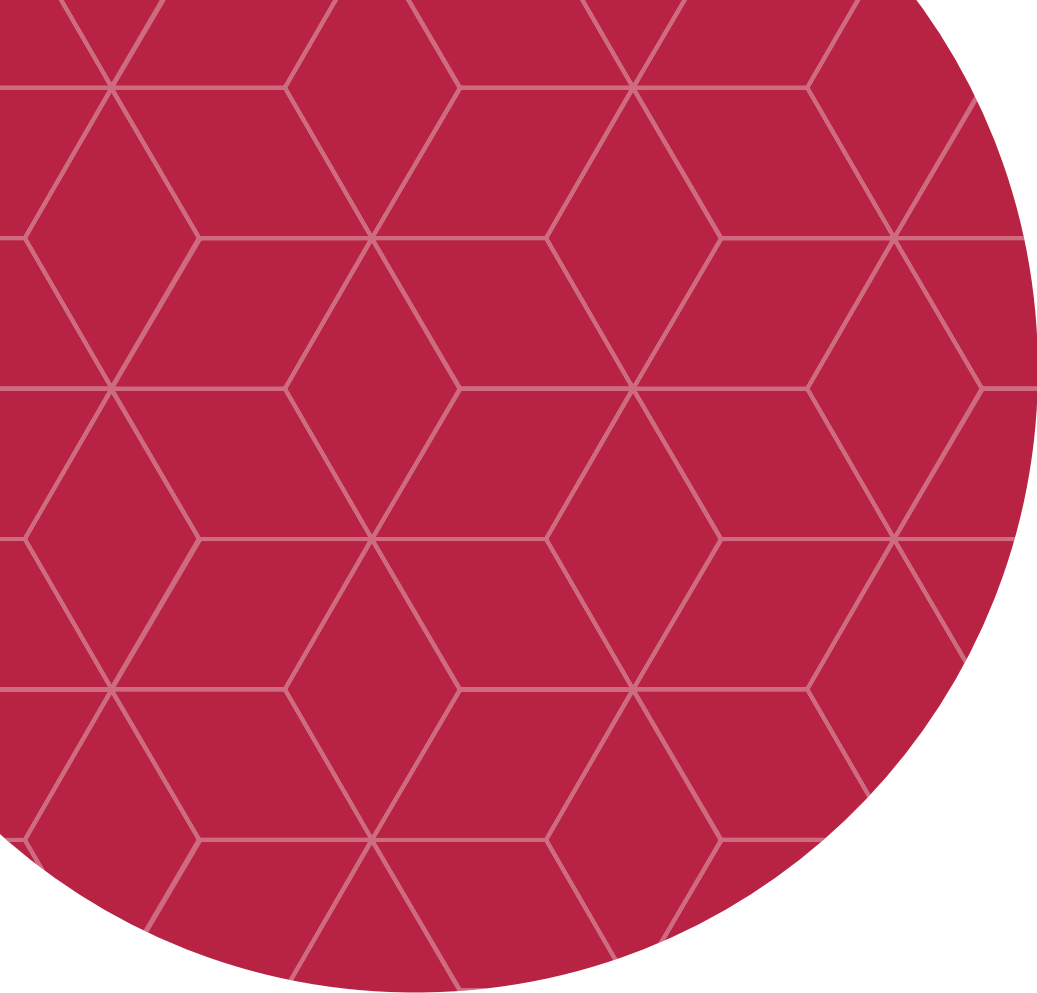


What are the perceptions of business
schools worldwide concerning the future
of the Doctorate in Business Administration
(DBA) Market?



<https://vip.sphinxonline.net/BSI-LAB/DBAMarket/report.htm>

In collaboration with survey software:  **Le Sphinx**



The future of DBA Market Perceptions of Business Schools

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EDBAC

Executive Summary

- **DBA is on a growth trajectory.** **29%** of the respondents consider the DBA market will grow significantly, and **57%** that it will grow somewhat in the coming years.

- Moreover, **23%** of the respondents whose institution has no DBA think they will create one in the near future.

- **Career advancement and reputation are key growth factors.** The main driving motivations indicated by respondents are the transformation of careers (**81%**), the ambition to achieve the title of Doctor (**76%**), and the need for research with managerial impact (**71%**).

- **However, some factors hinder its rise.** The main obstacles to the development of the DBA market are the ambiguity between DBA/PhD (**75%**), the pressures of professional life (**72%**), the ignorance of companies about DBA (**67%**), and the varying quality of DBA programmes (**67%**).

- The majority of respondents apprehend the distinction between the DBA and the PhD. The degrees are different for **87%** of the respondents.
- This is not the case for Executive PhD. The DBA and the Executive PhD are perceived as different only by **1/3** of the respondents.
- **The future is blended.** **67%** of the respondents think that the future delivery mode of the DBA will be blended.

Introduction

This report presents the results of the online survey 'The future of the DBA Market,' conducted by [EFMD](#) in collaboration with the [Executive DBA Council \(EDBAC\)](#) and [Le Sphinx Software Solutions](#). This research delves into a highly relevant topic, as it aims to shed light on the diverse perspectives that exist concerning the DBA market.

The DBA market has garnered significant attention in recent times due to its potential emergence as a pivotal force in the business education world. Some consider this emergence a consequence of the MBA market reaching maturity, the pursuit of innovative business models and knowledge, and the need to bridge the gap between academic research and practical managerial expertise. Others argue that doctoral programmes are not meant for managers, and this contention might lead to confusion, particularly when compared to traditional PhD programmes.

Recognising the vital role business schools play in generating management knowledge and catering to the ever-evolving needs of companies and managers, this survey has been prepared by a diverse working group comprising 17 participants from various organisations (see the methodology section for a complete list).

The survey includes both open-ended questions that allow respondents to elaborate on their viewpoints and closed questions to gather precise insights.

In this report, we aim to provide you with a summary of the survey's key findings along with illustrative examples of explanations and justifications provided by the respondents. For those interested in delving deeper into the detailed results, we invite you to access the complete report on the Le SPHINX platform at: <https://vip.sphinxonline.net/BSI-LAB/DBAMarket/report.htm>.

We would like to thank Le Sphinx and Prof Jean Moscarola for their invaluable support in crafting the online survey and analysing the collected data.

**The comments are the sole responsibility of the author of the report.*

** *Michel Kalika, Stephen Platt, (2022) The Doctor of Business Administration: Taking your professional practice to the next level. Ideas for Leaders Publishing, 262 pages.*

1. When you hear the term “Doctorate of Business Administration” or “DBA”, what first thoughts come to mind?



The spontaneous responses of the respondents of the business schools (see the verbatim responses on the next page) clearly demonstrate that the DBA is a distinct doctoral research programme for senior professionals, with a focus on practice. It sets itself apart from both a PhD and an MBA.

When you hear the term “Doctorate of Business Administration” or “DBA”, what first thoughts come to mind? Verbatim*

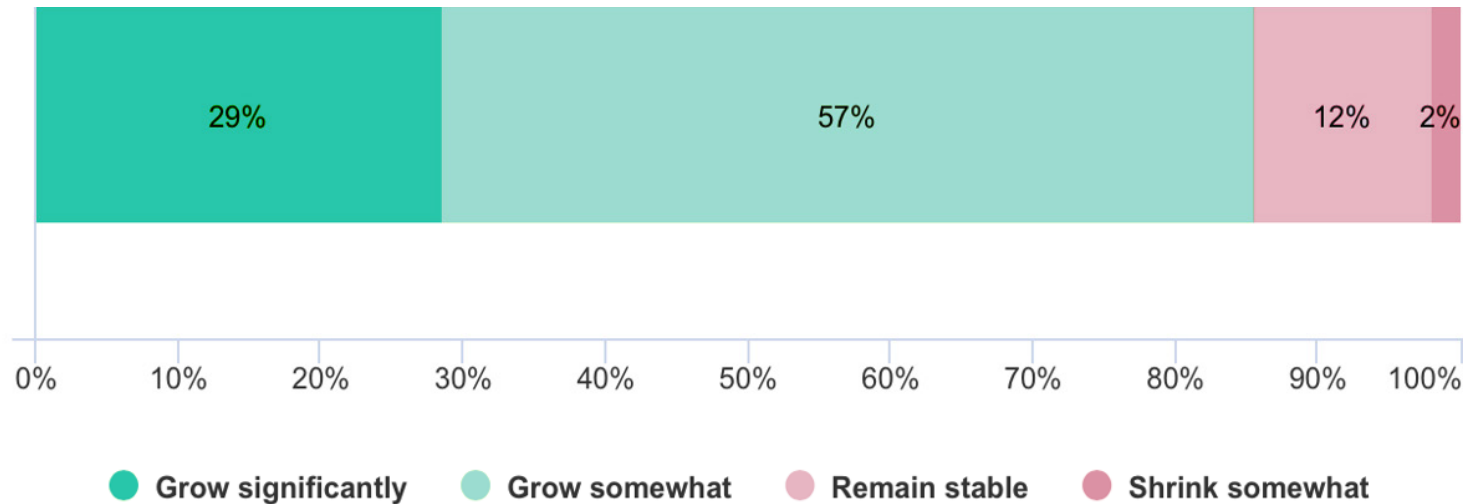
- > “A mutually beneficial encounter between the world of practice and academia.”
- > “DBA is an advanced, doctoral-level degree aimed at business professionals who also wish to pursue a career in research.”
- > “High-quality research that is more easily accessible (intellectually accessible) to specialists or top-end practitioners. Research that can be applied and therefore serves a purpose beyond a theoretical framework.”
- > “A trend that is eliminating or considerably reducing the MBA market.”
- > “Professional doctorate, with a focus on applied research, that serves senior managers and executives.”
- > “A degree granted by an increasing number of schools of unequal quality. Blurred understanding of what makes a good DBA.”
- > “Applied research was done by practitioner-scholars to contribute to their professional community.”
- > “A research program on Doctorate level in the area of Business Administration”
- > “It is about two years ago. I heard the term DBA. In the beginning, it is not clear to me what the definition of DBA is. I finally figured out what is DBA after I attended a conference introducing the DBA.”
- > “Professional research degree, designed to provide the research skills needed to make a contribution to theory but also to deliver unique solutions in sectors and/or organisations, that will ultimately improve practice.”

- > "Doctoral level of study focusing on the Practical application of research in organisations."
- > "Higher Degree by Research for students from a business and industry background who have completed the majority of their studies by coursework and are now keen to augment their studies and work experience by undertaking a substantial piece of research."
- > "The first thing that comes to mind is identifying a problem in the workplace, then confirming through literature that this problem has not yet been researched. From there, carry out research to contribute to theory but also, most importantly, to practice."
- > "The program I lead at (my) University, which is not quite a PhD, but it still prepares students at the doctoral level with an emphasis on both scholarly and practical impact."
- > "A doctoral program more oriented to partitioners or scholars not necessarily fully linked to research careers."
- > "An industry expert or leader with a doctoral qualification with a specific focus on having an industry impact and not necessarily academic."
- > "The practical alternative to a PhD is particularly well suited for business people who want to go deep into a particular discipline."
- > "A doctoral-level degree focusing on finding research-based solutions to real-world problems."
- > "The term indicates a professional doctorate in business administration, a program that relies on academic research and investigation to solve concrete business problems."
- > "Mature professionals with high motivation and great access to field data who want to pursue higher level studies, beyond the MBA."
- > "Sharing research mindset with practitioners / Turning implicit knowledge into explicit knowledge / actionable research / "

- > "Highest level of management qualification - Higher level policy-making through high level applied research informing wider Organisational, societal and governmental thinking on Business futures."
- > "Connecting academia and practice, developing future managers with first-hand experience sharing."
- > "A programme for practitioners who have an interest in continued academic study, but who find 'conventional' management research too tedious."
- > "A program for executive managers designed to develop a wider and deeper way of thinking and seeing managerial challenges."
- > "A living programme with direct relevance to the business world. A personal and professional development research programme."
- > "Great opportunity for our practitioners to become more qualified and recognised as a Faculty."
- > "Doctoral degree for professionals/managers, focus on applied research with impact on management practice."
- > "An exciting new program for executives who want to contribute to a relevant problem through rigorous research."
- > "Breadth of knowledge of business rather than depth in one area."
- > "Higher level of study involving primary research and application in business. Oriented towards individuals with significant work experience who want to transition into more academic engagement (research or classroom)."

** The verbatim responses are available for consultation online*

2. In your opinion, in the coming years, the DBA market will:



The survey reveals that a significant majority of the respondents believe that the market will grow, with **29%** expressing that it will “grow significantly”.




However, when examining specific roles within institutions, only **22%** of senior management (President + Dean) share this optimistic view. In contrast, **33%** of Heads of DBAs, **39%** of Faculty members, and **50%** of Higher Education consultants hold the same belief.



The level of optimism varies across regions, reaching its highest point at **63%** for Africa while dropping to **12%** for North America.

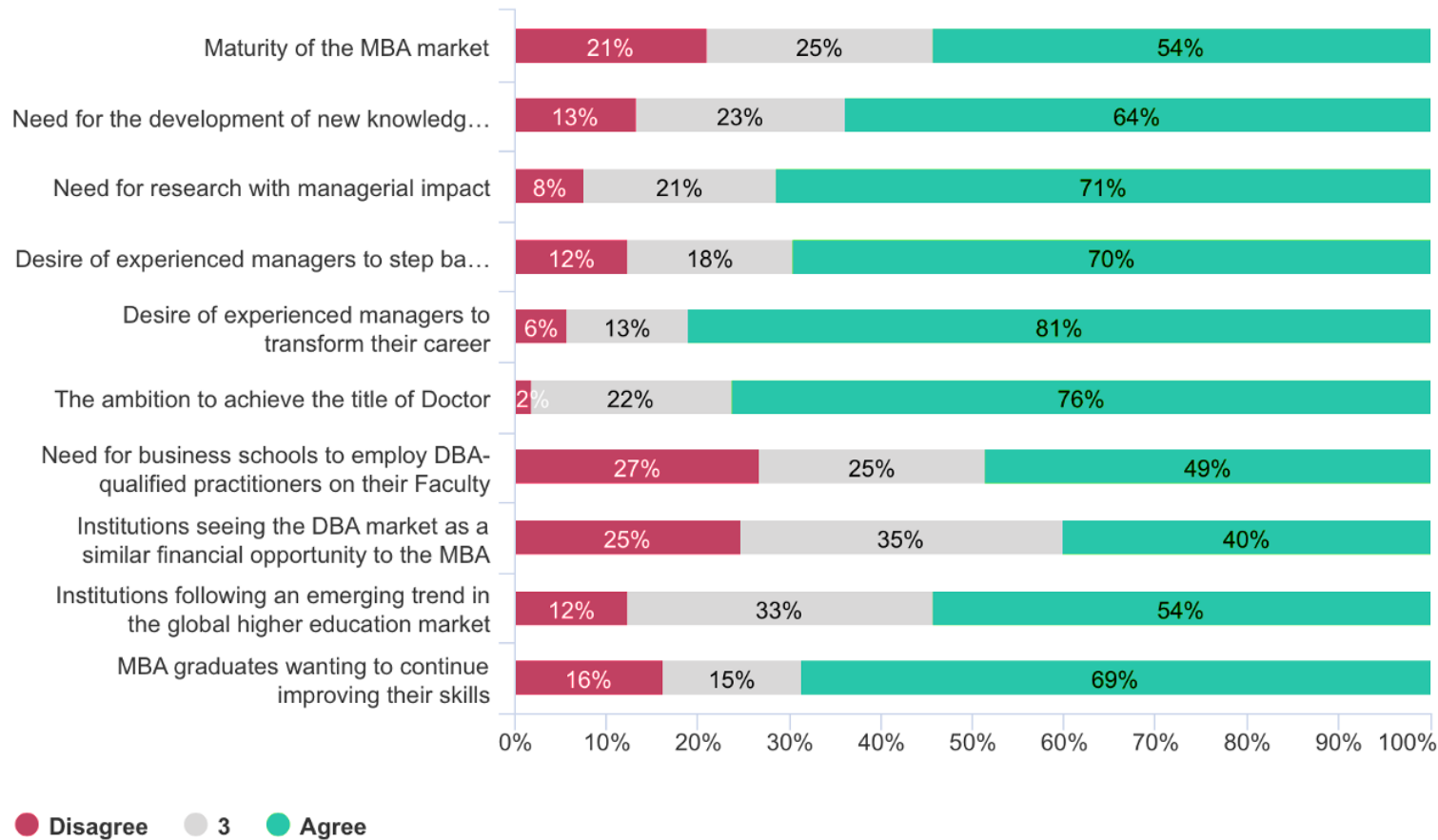
In your opinion, in the coming years, the DBA market will grow significantly: Verbatim*

- > "Mostly because BS see it as a potential future source of revenue."
- > "There is more need to understand problems at a deeper level in high management positions."
- > "Growing demand for C-level professionals with sophisticated thinking, critical vision, theoretical background and able to deal with structured methods of problem analysis and solving"
- > "open to people with interest in self-actualisation"
- > "My School receives many applications."
- > "We've been running a successful DBA programme at ... for 20 years. In that time, there has been a steady increase in awareness and recognizability of the DBA as a professional doctorate, and its equivalence to a PhD. This will continue as professionals look to distinguish themselves by gaining the skillsets that carrying out doctoral research brings."
- > "Awareness is growing dramatically."
- > "Growing need for management research that deals with real management problems and for evidence-based management"
- > "Managers are looking for new ways to enlarge their skills; academic research skills and investigation can significantly add a contribution in problem-solving"
- > "The increased need for effective practical research to support strategic development"
- > "Managers are entrepreneurs and they have not had time to study for a PhD degree. However, they have accumulated a lot of professional experience, which they want to put into a scientific document accessible to all. Many business schools are now offering DBA courses, which means that the demand exists."

- 
- > "There will be more and more need for People and enterprises to make sense of their professional experience"
 - > "Own figures from our institution"
 - > "DBA is part of Life-Long Learning issues for practitioners, managers and leaders"
 - > "In turbulent times, managers need to rely on more structured methods for they decision-making process beyond traditional frameworks provided by consultancy firms and or MSc /MBA programs"
 - > "Increased recognition that a research-led approach to problem-solving can inform management practice"
 - > "Considering the current challenges of transition (ecological, digital, artificial intelligence...) that companies are facing."
 - > "A number of applications we reject due to capacity who want to do our doctoral programme is growing significantly every year."
 - > "Managers and aspiring managers will increasingly need to differentiate themselves in a crowded marketplace, and high quality, applied research is a valuable route to doing so."

** The verbatim responses are available for consultation online*

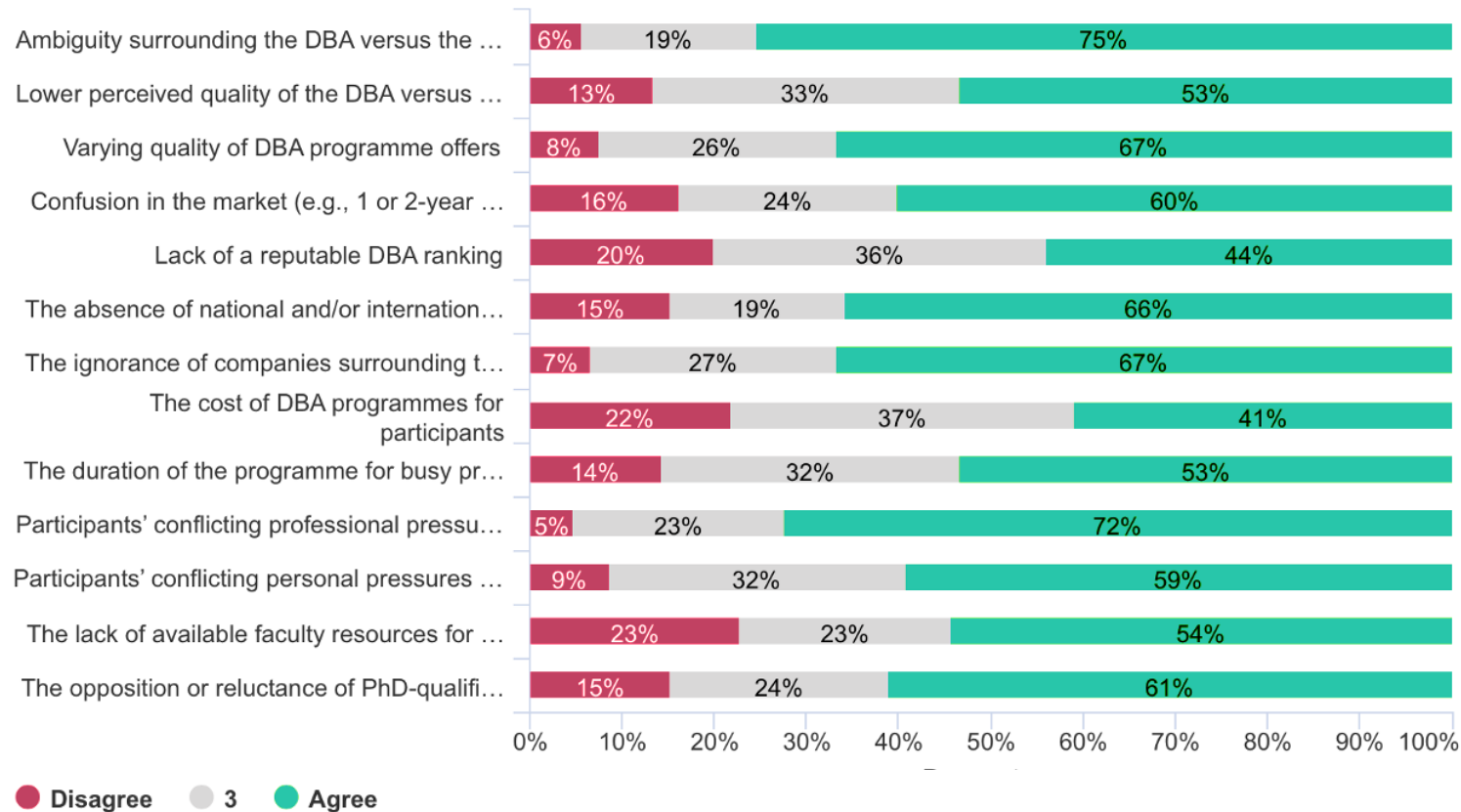
3. What are the factors driving the development of the DBA market?



The main driving factors are:

- > The transformation of careers (**81%**)
- > The ambition to achieve the title of Doctor (**76%**)
- > The need for research with managerial impact (**71%**)

4. What are the obstacles of the development of the DBA market?

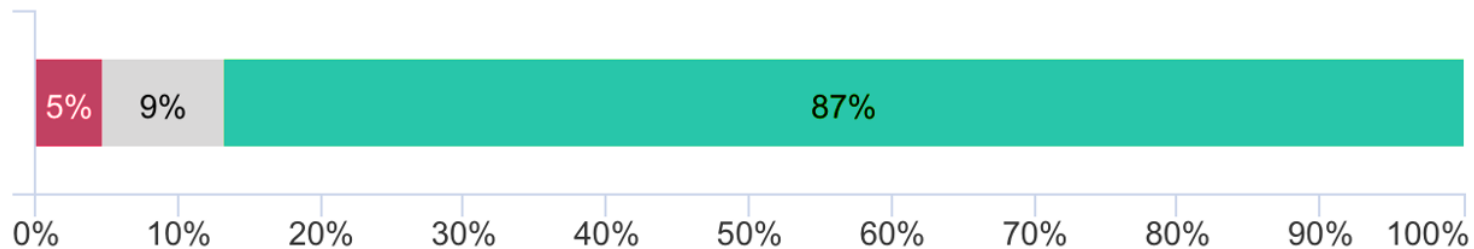


The main obstacles are:

- > The ambiguity between DBA and PhD (**75%**)
- > Pressures of professional life (**72%**), which among Heads of DBAs rise to **89%**
- > Ignorance of companies about the qualifications of a DBA (**67%**)
- > Varying quality of DBA programmes (**67%**)

5. Comparison DBA/PhD

Do you consider DBA programmes and PhD programmes to be different ? (1 = strongly disagree / 2 = disagree / 3 = neither agree or disagree / 4 = agree / 5 = strongly agree) h




● Disagree ● 3 ● Agree

Regarding the difference between DBA and PhD programmes, **87%** of the respondents have no ambiguity. They clearly recognise the distinctions in terms of:

- > Starting point
- > Objectives
- > Audiences
- > Focus (practice/theory)
- > Outcomes, etc.

Comparison DBA/PhD: Verbatim*

- > "DBA closer to the world of practice."
- > "DBA is specifically about business...."
- > "Both are advanced degrees, both are degrees based on research, but the kind of focus is different: DBA seeks immediate use of research results (emphasises the applicability of results), the PhD seeks to create new knowledge (emphasises advancing the knowledge frontier)."
- > "They are very different in their curriculum, academic focus, career outcomes, and structures."
- > "No expectation that the findings of PhD are to be used in any way. Knowledge in and of itself (which I support too). DBA findings are to be disseminated and used. Both are high-quality research."
- > "PhD is about Research and may lead to expertise. DBA is about expertise, maybe with a little of research."
- > "Theoretical vs practical (DBA)"
- > "I am noting my agreement with the DBA and PhD programs are different statements. They serve different audiences and should be focused on different types of research and career aspirations."
- > "The target audience differs (experienced executives doing part-time research for the DBA vs. younger people doing full-time research for the PhD). The purpose and scope of both programmes differ: the PhD is aimed at contributing to research, whilst research is an instrument to the DBA seeking for broader impact."



"The starting point of DBA research is different: DBA starts with an applied issue, seen from the perspective of a professional who is immersed in that issue and considers their personal experiences to develop a frame of reference for studying it. PhD starts with a disciplinary background, rooted in conceptual thinking about abstract theoretical processes and concepts that stimulate abstract thinking about a-personal experiences. The endpoint of DBA also differs: It involves completing an empirical study that focuses on the contextual understanding of the applied issue using established scholarly knowledge that is a means to knowledge generation about the applied issue. For a PhD, the main purpose of empirical study is advance understanding of concepts and processes, not problems or issues in specific contexts. What DBA and PhD have in common is the vehicle by which they travel from start to endpoint: Making use of research methods that are acceptable in the conceptual perspective developed and consistent with the research questions asked for undertaking empirical study. This latter point is also where the greatest challenge lies for DBA: making the connection between research aims and research design. Because PhDs have a firmer rooting in cognate disciplinary research/paradigms, familiarity with ontology and epistemology tends to run deeper and make the connection easier to establish."

"A DBA is broader and more applied than a PhD that goes deeper into an area of knowledge"

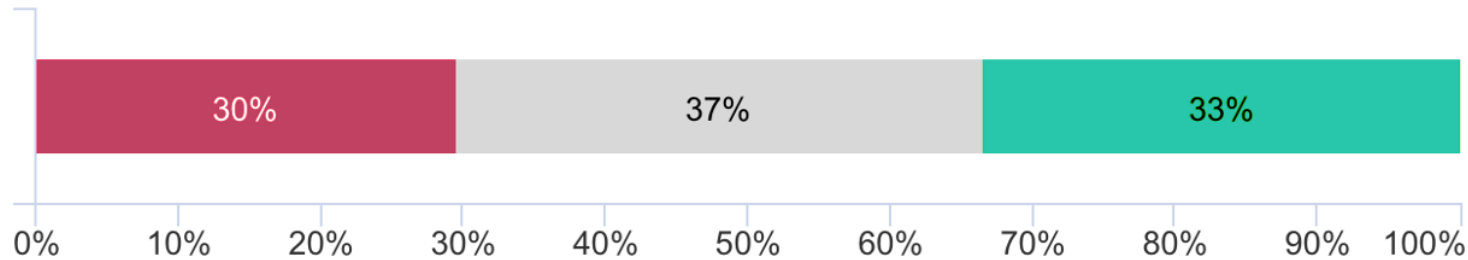
"PhD programmes prepare researchers/professors; DBA programmes prepare C-level change agents."

"Completely different. Our PhD degree is 5 years, full time and very research-intensive, leading to graduates publishing in the top 3 field journals."

**The verbatim responses are available for consultation online*

6. Comparison DBA/Executive PhD

Do you consider DBA programmes and Executive PhD programmes to be different ? (1 = strongly disagree / 2 = disagree / 3 = neither agree or disagree / 4 = agree / 5 = strongly agree) h




● Disagree ● 3 ● Agree

Executive PhDs are uncommon, and only one-third of the respondents have a clear understanding of the difference between the DBA and Executive PhD programmes. The comments provided by the respondents indicate that this distinction remains a source of ambiguity.

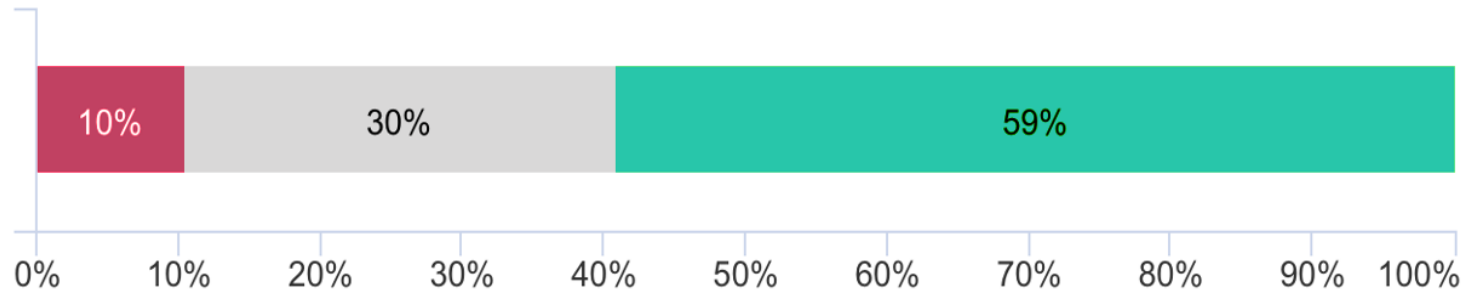
Comparison DBA/Executive PhD: verbatim*

- > "Executive PhDs are a marketing ploy."
- > "Executive PhD is an unknown quantity."
- > "Both are aimed at business managers who want to further their education to boost their executive careers (without necessarily leaving the industry)."
- > "Usually, Executive PhD Programmes are DBA Programmes with some sort of disciplinary concentration."

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- > "Don't know what is Executives PhD programmes."
 - > "I see more overlap between DBA and Executive PhD programs."
 - > "I have no clear idea of what the difference between PhD and Executive PhD is. Likewise, I do not really see the difference between DBA and Executive DBA. Accordingly, I have the intuition the DBA and the Executive PhD differs but have no idea on what accounts they do."
 - > "They are more or less the same, but the PhD still carries an area of concern well defined, whereas a DBA is broader."
 - > "Just different labels."
 - > "I suspect these are identical."
 - > "I think the Executive PhD programs I know of are identical to DBA programs, it's marketing and a bit of a 'misuse' of the PhD label. However, since Harvard Bus School has switched its DBA towards an Exec PhD, I suspect many of us may pursue that route in the future due to isomorphic mimetism."
 - > "Not sure about a clear difference, but executive PhD has perhaps a stronger theoretical research component."
 - > "What is an executive PhD?"
 - > "There is a big confusion between these two. Executive PhD is a less «popular» title, compare with DBA."
 - > "They both focus on the profession of business administrators."
 - > "Executive PhD still needs to prove he/she has accomplished something that is totally new in comparison with previously existing ones."
 - > "DBA are more practice-oriented. I don't see the point of doing an executive PhD."
 - > "Just slightly different use of words – basically, PhDs and DBAs will be the same in time."

7. Comparison PhD/Executive PhD

Do you consider PhD programmes and Executive PhD programmes to be different? (1 = strongly disagree / 2 = disagree / 3 = neither agree or disagree / 4 = agree / 5 = strongly agree) h



● Disagree ● 3 ● Agree

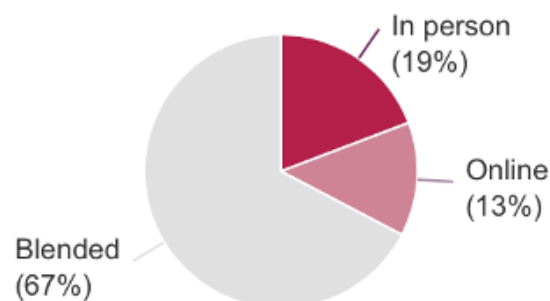
59% of respondents perceive a distinction between PhDs and Executive PhDs. This confirms that the Executive PhD is causing confusion in the market and is considered a marketing issue.

8. DBA Present & Future

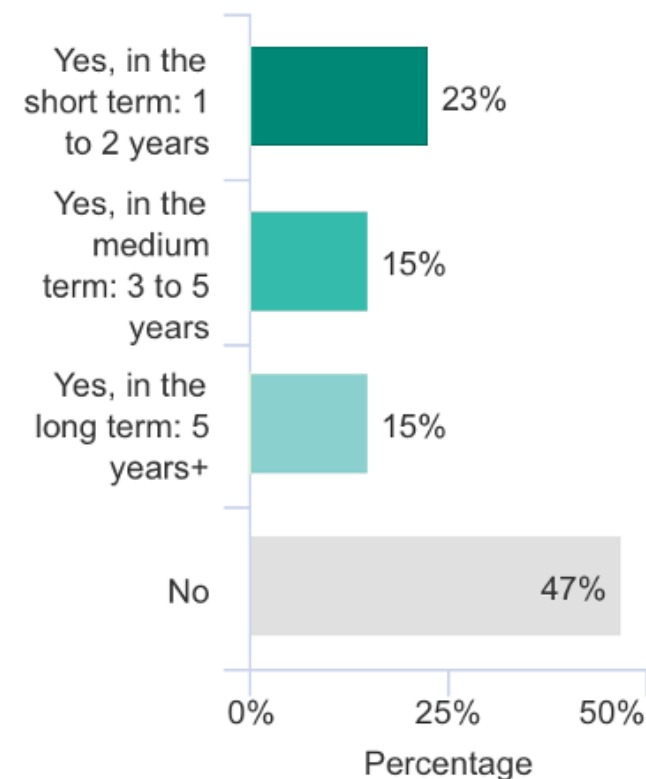
Does your institution run a DBA programme ?



Which delivery format will be subject to development in the future ?





Do you intend to open one ?




- > The sample of the respondents is evenly divided between institutions with a DBA and those without.
- > Contrary to expectations, there are no significant differences in the answers from these two subpopulations.
- > Among the institutions without a DBA, **23%** are considering opening one in the near future.
- > Notably, **67%** of the respondents believe that the future delivery of DBAs will be blended.

9. Final Comments: verbatim*

- > "The need for accreditation agencies to work together to regulate an emergent market to protect the interests of doctoral candidates and avoid the Wild West syndrome."
- > "The online version of the DBA is the one with the highest growth potential."
- > "Perhaps the greatest threat is the maintenance of quality and consistency in some current and emerging programs."
- > "It still has to be promoted."
- > "DBA is for industry focus research."
- > "It is a growing market. There is still confusion on the assessment of DBAs versus PhDs. Highly practical contributions in DBAs are often not viewed as strong academic contributions expected at a doctoral level."
- > "We need a recognised DBA ranking."
- > "Provides an opportunity to conduct practical research that may not be suitable for inclusion in a PhD thesis."
- > "It seems like a growing market with potential."
- > "My experience is that most students that register for this programme are not well aware of what it entails as a result, we seat with a lot of inactive students. My take will be that we need to reconsider the requirements for admission into the DBA programme."
- > "There is a growing demand for part-time doctoral programs in our region."
- > "It should not be offered for people who want to follow an academic or pure research career. It should be geared to resolving industry problems."

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- > "My perception of the DBA program is that it will grow; however, institutions need to support it. With the maturity of MBA market, executives are looking for new ways to enlarge their skills. Academic rigor and investigation can be successfully applied to concrete business problems. Institutions offering a DBA should promote it among companies and institutions to defend its legitimacy, its value, its difference from a PhD and future career paths."
 - > "My university recently changed the name from EDBA to Exec PhD for more visibility and marketing purposes. same product."
 - > "The DBA not being yet by CAMES which is an African institution that evaluates higher education teachers, public universities are still reluctant to implement it in the proposed training offers."
 - > "We are not sure how to position DBA versus Executive PhD versus PhD. We don't see the DBA as having much value in corporate India. The «Dr.» title motivates people and it may help if you are an independent consultant. The program may also appeal to mid-stage / late stage executives as a «vanity degree» (call yourself «Dr.»). With all that, we are not sure how big the DBA market in India is."
 - > "Lack of legislation is the biggest obstacle...."
 - > "I see the main demand coming from international rather home students in the short term and this will shape our focus on marketing, delivery and approach."



> "I work for more than one institution so this is difficult to answer. However, the generic perception across all the institutions I work for is that the DBA is difficult to resource as there are few suitable faculty members who can act as supervisors and, in order to create a vibrant DBA environment, a reasonable-sized DBA cohort is required .. which is difficult if there are few faculty members willing or able to supervise."

> "My colleagues in management and economics do not understand the need to train DBAs. They are only concerned with their scientific publications and my university with the Shanghai ranking. The race to publish is going to make them fall behind on the real issues of knowledge (artificial intelligence, hyper publications, fraud, etc.)."

> "Huge potential, major constraints will be qualified suitable thesis advisors."

> "The DBA needs to be nurtured and taken care of if higher education in business wishes to remain relevant."

> "DBA is certainly a very good program to have in a business school looking for an impact of research in the business world."

> "Our institution has approved a DBA for delivery but for the purposes of quality and international impact, we want to deliver this with a partner institution who holds AMBA and EQUIS."

> "We are wondering how strong the market is for the DBA degree. We do not do much advertising for the program, so this is a concern for us."



"Faculty would be insistent upon embarking upon a PhD programme before considering a DBA programme."



"The DBA (Doctorate in Business Administration) has become a degree of increasing interest. However, it seems to me that is no common understanding what a DBA should be. Many DBA holders of Harvard Business School are among the leading scholars of top peer reviewed journals (FT50 journals) and perform much better in research than many PhD holders from many leading business schools. I have been invited recently by a Canadian school to be part of the DBA student's committee and I noticed that the expectations of the school are similar to the usual expectations of a PhD. Yet, a DBA is supposed to be a professional doctorate, not a research-oriented doctorate. In most of the schools that offer a DBA, the duration of the program varies from 3 years to 5 years and many of them require in-person attendance of the students. Given this significant disparity in the perception of the DBA, I think that it would be better that the mention «Executive» be added to the designation «DBA» to call it «Executive DBA» and to design the program accordingly to train high level business professionals, not business scholars with high publishing expectations in top journals. This way, it would be very clear that it is a doctoral-level degree for business professionals. It is my understanding that this is what ... has been doing, and I believe that it is the right thing to do. Having said this, the duration of a DBA program is another important question that should be properly addressed, as the duration of a doctoral program can be a significant factor of its perceived reputation. In fact, the pervasive perception of a doctorate in our contemporary society is that a doctorate is the highest and most reputable degree and as such it takes a long time (several years) of hard work to complete it. In this regard, in my opinion, an Executive DBA should be a minimum of three years program. Considering such a duration for an Executive DBA will be consistent with the perception of a doctorate program in our society and will preserve its perceived reputation. Moreover, such a duration will help to clearly distinguish an Executive DBA from an MBA or an Executive MBA. It seems to me that proceeding this way will also better serve the expectations of the business professionals who undertake an Executive DBA as the main goal of many of them is to earn the reputation associated with this degree. If the society in which they live doesn't confer them this reputation because the duration of their Executive DBA is too short, they will not reach the goal that they pursue in undertaking an Executive DBA."



Conclusion*

1. The growth of the DBA in the future is expected due to several factors, including the increasing demand for qualified managers, the necessity to bridge the gap between research and management practice, and the strategic offerings of business schools, particularly in response to the maturing MBA market.
2. The distinction between the DBA and the PhD is well-defined within business schools and is aligned with the EQUAL Guidelines on Doctoral Programmes**.
3. The usage of terms such as "Executive PhD" is primarily driven by marketing considerations, resulting in ambiguity and confusion.
4. The diverse range of DBA programmes in terms of duration, content, and quality necessitates a regulatory process for the market, supported by international accreditation or reliable international rankings.
5. Since the DBA is a doctoral programme, the core resource lies in qualified faculty members who are eager to collaborate with and supervise executives.
6. The impact of the Covid crisis and advancements in IT have diminished the divide between in-person and distance-based DBA formats. Consequently, the future approach is expected to evolve towards a blended programme provision.
7. Business schools should effectively communicate the precise objectives of the DBA and ensure a clear positioning that distinguishes it from the PhD programme to avoid any potential ambiguity.

**The comments are the sole responsibility of the author of the report.*

***https://equal.network/wp-content/uploads/2016/09/EQUAL_Guidelines_Doctoral_201606.pdf*



Methodology

This survey has been prepared by a working group of 17 participants from 13 separate organisations:

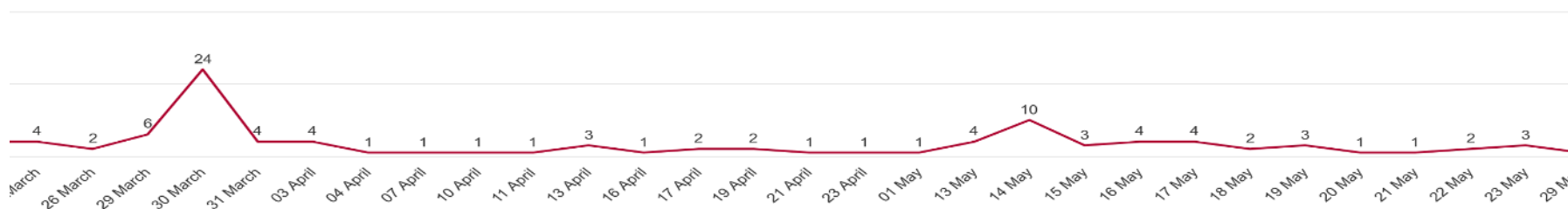
- Aston Business School (Nicholas O'Regan);
- Business Science Institute (Michel Kalika, Jean-Pierre Helfer, Stephen Platt);
- CEIBS (Yuan Ding);
- CENTRUM PUCP (Ruben Guevara);
- Cranfield School of Management (Nicky Yates);
- Dauphine-PSL (El Mouhoub Mouhoud);
- EDBAC (Louis Grabowski);
- EFMD (Alfons Sauquet & Jean-Alexis Spitz);
- FVG (Luiz Brito);
- Gordon Institute of Business (Helena Barnard);
- Pepperdine Graziadio Business School (Cristina Gibson & Nelson Granados);
- Porto Business School (Ramon O'Callaghan);
- SKEMA Business School (Alice Guilhaon).



Methodology

The group was led by Michel Kalika from the Business Science Institute and Jean-Alexis Spitz from EFMD Global. The questionnaire was administered online through a collaborative partnership with Le Sphinx Software Solutions.

The survey was sent on 21 March 2023 to over **900** business schools in the EFMD database and more than **70** institutional members of EDBAC. The survey remained open until the end of June 2023, and a total of **105** respondents participated. The distribution of the timing of answers was as follows.



40% of the answers were obtained during the first **10** days. In mid-May, individual e-mail reminders were sent.



Sample Presentation

The geographical distribution of the sample closely mirrors the population of EFMD and EDBAC business schools' databases, with the majority of respondents (57%) coming from Europe, followed by North America (16%), Asia (10%), South America (9%), and Africa (8%). Notably, Europe is overrepresented in the responses, while Asia is underrepresented.

Regarding the roles of the respondents, the study includes input from various key stakeholders in the academic field:

- Senior leaders, mainly Deans with some Presidents & Vice-Presidents, constitute 38% of the respondents.
- Heads of DBA programmes make up 26% of the respondents.
- Heads of PhD programmes account for 4%.
- Faculty members represent 17%.
- Higher Education consultants comprise 6%.

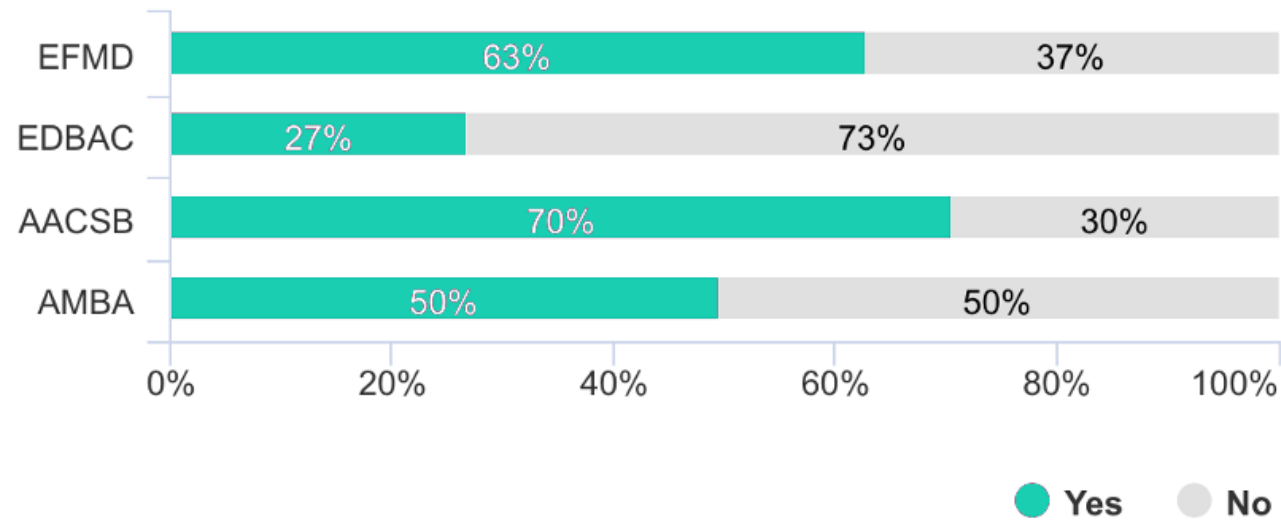
In terms of the status of the business schools, the distribution is well-balanced, with 45% of the sample coming from public business schools and 55% from private institutions.

Limits of the study: One primary limitation of the study lies in the nature of surveys, where respondents are typically already familiar with the subject matter (in this case, the DBA) and potentially have a higher level of interest and positivity towards it. This could lead to a bias in the results as those who are unaware of the DBA might not have participated in the survey.



Sample Presentation

Are you a member of any of these academic organizations ?

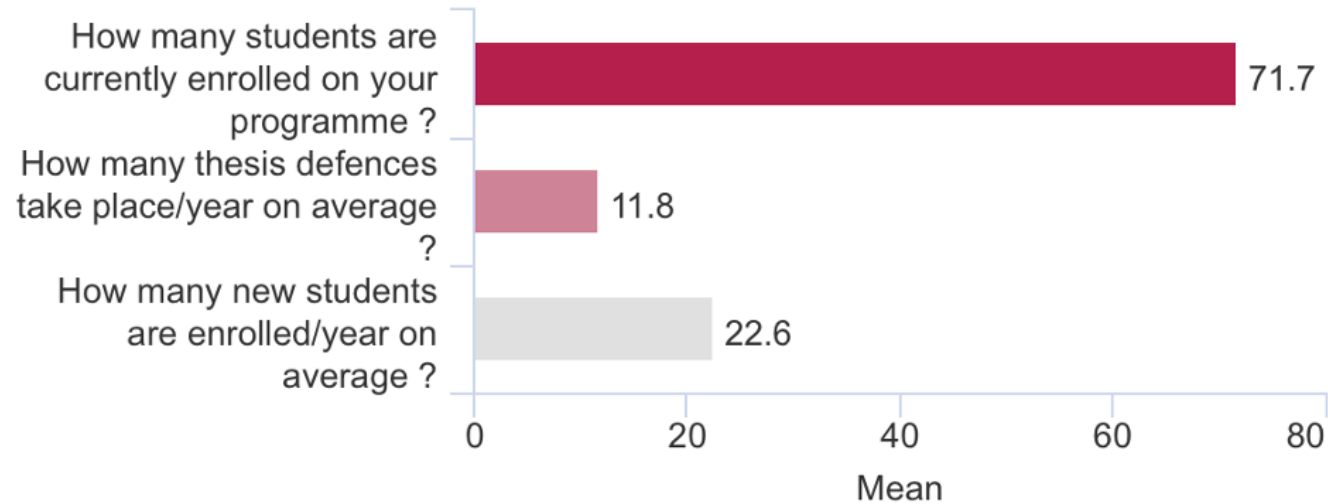


Accreditations:

- > In the sample, **63%** of schools are EFMD members, **70%** AACSB members, **50%** are AMBA members, and **27%** are EDBAC members.
- > This distribution is attributed to the survey being conducted within the EFMD and EDBAC networks.



Sample Presentation



- > On average, each institution has an annual cohort of approximately **20** students, with a range from **4** to **100** as the minimum and maximum, respectively.
- > There is an average of **12** defences per institution, varying from a minimum of **3** to a maximum of **40**.
- > The average age of DBA programmes is **12** years, with the range spanning from **1** year (minimum) to **30** years (maximum) since their creation.
- > The average total number of DBA students across institutions is **72**, with the minimum being **4** and the maximum reaching **320**.



Institutions of the Respondents

ADEN University	Ipag Business School	TOTAL
American University of Beirut	ISEG - LISBON SCHOOL OF ECONOMICS AND MANAGEMENT	UAE University
Athabasca University	ITESO Jesuit University of Guadalajara	UNC
Birla Institute of Management Technology	Ivey Business School, Western University	Universidad de La Sabana
Brandenburg University of Technology	Jacksonville University	Universidad Panamericana
Business School of UCU	Kozminski University	Universidad Pontificia Comillas
Business Science Institute CAEB	Lagos Business School	Université Cheikh Anta Diop de Dakar (UCAD)
Carrington Crisp CEIBS	Liverpool John Moores University	University Of Bedfordshire
Centrum PUCP Business School, Catolica del Peru Curtin University	Luiss Business School	University of Bradford
Danford Higher Education Drexel	Manchester Metropolitan University	University of Florida
École des Ponts Business School	Milpark Business School	University of Geneva
École des Sciences de la Gestion (UQÀM) EDHEC Business School	Nanyang Technological University	University of Maryland Global Campus
EFMD Global	National Taiwan University of Science and Technology	University of New York in Prague
EGADE Business School, Tecnológico de Monterrey	Nelson Mandela University Business School	University of Otago
emlyon business school	Oxford Brookes business school	University of Pavai
Essex Business School	Paris-Dauphine University	University of Rhode Island
European University Cyprus	Pepperdine University	University of Verona
Excelia Business School	Pforzheim University	Vlerick Business School
FDC	Robinson College of Business, Georgia State University	WHU - Otto Beisheim School of Management
FGV EAESP	Rotterdam School of Management	York St John University
Florida National University	S P Jain Institute of Management & Research	
Frankfurt School of Finance & Management	Sasin School of Management	
Goodman School of Business	SBS Swiss Business School	
Grenoble Ecole de Management	School of Business Leadership	
Grenoble IAE - INP, UGA	School of Postgraduate Studies, Comillas Pontifical University	
HEC Lausanne	SDA Bocconi School of Management	
HEC Liege	SGH Warsaw School of Economics	
HEC Montréal	Sheffield Hallam University	
HEC Paris	SPJIMR	
Heriot Watt University	St. Ambrose University	
HES-SO	Stellenbosch Business School	
IEDC	Surrey Business School, University of Surrey	
International Institute in Geneva	TBS Education	
International University of Monaco	The University of Tampa	

Questionnaire



First name :

Last name :

Position :

Please specify :

Name of institution :

Status : ☐ Public ☐ Private

Country :

When you hear the term “Doctorate of Business Administration” or “DBA”, what first thoughts come to mind?

In your opinion, in the coming years the DBA market will :

Grow significantly

Grow somewhat

Remain stable

Shrink somewhat

Shrink significantly

Please justify your choice (optional) :



Questionnaire

What are the factors driving the development of the DBA market?

(1 = strongly disagree | 2 = disagree | 3 = neither agree or disagree | 4 = agree | 5 = strongly agree)

	1	2	3	4	5
Maturity of the MBA market					
Need for the development of new knowledge (e.g., in response to new technologies, to climate change, and to economic, geopolitical or health crises)					
Need for research with managerial impact					
Desire of experienced managers to step back from their practice after many years of experience					
Desire of experienced managers to transform their career					
The ambition to achieve the title of Doctor					
Need for business schools to employ DBA-qualified practitioners on their Faculty					
Institutions seeing the DBA market as a similar financial opportunity to the MBA					
Institutions following an emerging trend in the global higher education market					
MBA graduates wanting to continue improving their skills					



Questionnaire

What are the obstacles to the development of the DBA market?

(1 = strongly disagree | 2 = disagree | 3 = neither agree or disagree | 4 = agree | 5 = strongly agree)

	1	2	3	4	5
Ambiguity surrounding the DBA versus the PhD					
Lower perceived quality of the DBA versus the PhD					
Varying quality of DBA programme offers					
Confusion in the market (e.g., 1 or 2-year DBA offers)					
Lack of a reputable DBA ranking					
The absence of national and/or international recognition					
The ignorance of companies surrounding the DBA					
The cost of DBA programmes for participants					
The duration of the programme for busy practitioners					
Participants' conflicting professional pressures (workload, etc.)					
Participants' conflicting personal pressures (family life, etc.)					
The lack of available faculty resources for DBA supervision					
The opposition or reluctance of PhD-qualified faculty					



Questionnaire

Do you consider DBA programmes and PhD programmes to be different?

(1 = strongly disagree | 2 = disagree | 3 = neither agree or disagree | 4 = agree | 5 = strongly agree)

1	2	3	4	5
---	---	---	---	---

Please explain (optional) :

Do you consider DBA programmes and Executive PhD programmes to be different?

(1 = strongly disagree | 2 = disagree | 3 = neither agree or disagree | 4 = agree | 5 = strongly agree)

1	2	3	4	5
---	---	---	---	---

Please explain (optional) :

Do you consider PhD programmes and Executive PhD programmes to be different?

(1 = strongly disagree | 2 = disagree | 3 = neither agree or disagree | 4 = agree | 5 = strongly agree)

1	2	3	4	5
---	---	---	---	---

Please explain (optional) :



Questionnaire

Does your institution run a DBA programme? Yes

☐

NO

☐

Since when?

Do you intend to open one?

Yes, in the short term: 1 to 2 years

Yes, in the medium term: 3 to 5 years

Yes, in the long term: 5 years+

No

How many new students are enrolled/year on average?

How many students are currently enrolled on your programme?

How many thesis defences take place/year on average?

Which delivery format will be subject to development in the future?

In Person

Online

Blended



Questionnaire

Does your institution run an Executive PhD programme?

Yes ☐ NO ☐

Does your institution run a PhD programme?

Yes ☐ NO ☐

Are you a member of any of these academic organizations?

	Yes	NO
EFMD	<input type="checkbox"/>	<input type="checkbox"/>
EDBAC	<input type="checkbox"/>	<input type="checkbox"/>
AACSB	<input type="checkbox"/>	<input type="checkbox"/>
AMBA	<input type="checkbox"/>	<input type="checkbox"/>

Any final comments you would like to add about your (institution's) perceptions of the DBA market :



About the survey authors



EFMD Global

The EFMD management development network includes nearly 1000 institutional members from academia, business, public service, and consultancy across 92 countries worldwide. EFMD Global offers a range of services including conferences and seminars around the world, surveys and the dissemination of knowledge, quality improvement and accreditation via EQUIS, EFMD Accredited, EOCCS and CLIP, as well as the EDAF mentoring programme and BSIS impact assessment system.

More information available on: <https://www.efmdglobal.org>

EDBAC

The Council was founded in 2011 with a mission to foster excellence and innovation in executive doctoral degree programs worldwide. It is our aim to provide outstanding networking and educational opportunities for professionals who serve and participate in executive doctoral degree programs. These include but are not limited to Directors, Academic Directors, Faculty, Administrators, Students, and Alumni. We serve as the primary point of contact and information source for these professional groups as well as for the media and business schools considering initiating executive doctoral degree programs. The Council also provides information on executive doctoral degree programs to prospective students.

More information available on: <https://edbac.org>

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The logo for EDBAC, featuring the letters 'EDBAC' in a dark blue serif font. A green wavy line is positioned beneath the letters, starting under the 'E' and ending under the 'C'.

<https://edbac.org>



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