

The DBA Program

12 DBA PROGRAM

12.0 Introduction

As the global information economy evolves, organisations are becoming increasingly complex, and innovative organisational models and practices have become crucial to successfully addressing this complexity. As a result, leadership in this environment requires higher, more sophisticated levels of knowledge and skills. The DBA program at IBA is designed to serve these needs by providing doctoral-level education to practitioners in business and management. The prime objective of the DBA program is to produce graduates who can contribute to the advancement of their professions and the expansion of knowledge relating to the current theories, practices and issues in business and management.

12.1 Degree Requirements

To qualify for the DBA degree, a student has to meet the following requirements:

- Completion of 12 (twelve) courses individually with a minimum Cumulative Grade Point Average (CGPA) of 2.50 on a 4.00 point scale;
- Successful defense of research proposal at the end of the second year;
- Conduction of two seminars outlining the progress of research work after completion of all required (36 credits) course work;
- Publication of two research articles from the dissertation in recognised business journals; and,
- Successful defense and acceptance of dissertation.

12.2 Time Frame

- The standard duration of the DBA program is 4 (four) years;
- A student may be given a maximum of 8 (eight) academic years, beginning from the date of admission, to complete his/her degree; and,
- The coursework for the DBA program is generally expected to be completed within 2 (two) academic years from the date of admission.

12.3 Phases of Study

The DBA program falls into the following phases:

- In the first year, students are required to complete 18 credits of coursework to obtain the Post Graduate Diploma in Business Research (PGDBR) degree;
- In the second year, students need to complete an additional 18 credits of coursework to continue their study into the DBA program;
- Students must maintain a CGPA of 2.50 to start their dissertation work in the third year;
- In addition to coursework, students are required to submit and defend their research proposal at the end of second year of the program. Defending research proposal in front of the 'Proposal Defense Committee' is a pre-requisite for enrollment into the DBA program;
- After the successful proposal defense (assuming all other coursework requirements are complete), students will be admitted to DBA candidacy. An unsuccessful proposal defense means a student may leave the program with a PGD degree;
- Students are required to present their research work in two separate seminars after completion of all required (36 credits) course work, in order to be eligible for submitting their dissertation.
- The dissertation must be submitted and defended in front of the Dissertation Defense Committee. The dissertation must be accepted by the committee for the successful completion of the DBA program.

12.4 Proposal Defense Committee

The Proposal Defense Committee will consist of three members: two examiners shall be chosen from the University of Dhaka and the supervisor of the examinee. An industry expert may preferably be chosen as one of the two examiners of the committee.

12.5 Dissertation Defense Committee

The Dissertation Defense Committee will consist of three members: two examiners must be chosen from outside of the University of Dhaka (including academics from foreign universities) and the supervisor of the examinee. An industry expert may preferably be chosen as one of the two examiners of the committee.

12.6 Semester-wise Course Structure

Time Frame	Course Code	Course Title	Credits
Year 1: Semester 1	R 711	Business Research Process and Research Philosophy	3
	R 712	Qualitative Research Methods	3
	R 713	Quantitative Techniques	3
Year 1: Semester 2	R 721	Critical Literature Review	3
	R 722	Research Design	3
	R 723	The Craft of Fieldwork: Data Collection and Data Analysis	1.5
	R 724	Writing, Communicating and Publishing Research Work	1.5
Successful completion of the above courses will allow students to earn a Post-graduate Diploma in Business Research			
Year 2: Semester 1	R 811	Advanced Qualitative Research Methods	3
	R 812	Advanced Quantitative Techniques	3
	R 813	Directed Studies in Specific Discipline	3
Year 2: Semester 2	R 821	Business Strategy	3
	R 822	Economic Environment of Business	3
	R 823	Directed Studies in Specific Sector	3
Research Proposal Submission and Defense			
Seminar 1			
Seminar 2			
Dissertation Submission and Defense			

12.7 Class Attendance

Students are required to be present in all classes of a course held during each semester. Only three absences per course may be excused. Absence in any more than three classes without showing appropriate cause will result in strict disciplinary action and may even lead to an 'F' grade in the concerned course.

12.8 Course Drop/Add

Course drop/add is allowed within the first week of the semester. For exceptional circumstances, permission must be taken from the Academic Committee of IBA. If a student drops a course after the first week of the semester, s/he is not entitled to get any refund.

12.9 Semester(s) Withdrawal

Students may apply for withdrawal from the semester after completion of at least one semester provided that they have a minimum CGPA of 2.50. Students having "I" (Incomplete)/"F" (Fail) grades will not be allowed to withdraw from the semester(s). Withdrawal from the semester is allowed within maximum 12 (twelve) weeks from starting of the semester. A student failing to register in any semester without taking withdrawal will be considered as a discontinued student and subsequently will be dismissed from the program.

12.10 Unfair Means

- Students are strictly forbidden from adopting unfair means. The following shall be considered as adoption of unfair means:
- Communicating with fellow students for obtaining help, except in the case of collaborative work;
- Copying from another student's script, report, paper, etc. or helping another student to do the same;
- Copying from printed matter, hand-written script, writing on desk or palm of hand, or from other incriminating documents during quizzes or examinations;
- Plagiarizing or copying from existing work without reference for inclusion in any submitted work;
- Possession of any incriminating document/mobile phone/smart watch/electronic device with storage capacity, whether used or not; and,
- Any approach in direct or indirect form to influence a teacher concerning grades.

Students adopting unfair means may be given an 'F' grade for the concerned assignment, test, quiz, paper, report, or even for the entire course, at the discretion of the instructor. In addition, adoption of unfair means and/or engaging in any behavior, which disrupts the academic atmosphere and violates the tenet of respect towards other members of the Institute, will be dealt with strictly. Disciplinary action may include dismissal of the student from the program as well as expulsion from IBA and as such, the University of Dhaka.

12.11 Grading System

In each course, students receive letter grades such as 'A', 'A-', 'B+', 'B', 'B-', 'C+', 'C', 'C-', 'D+', 'D', and 'F', depending on their performances. 'F' is a failing grade. The numerical equivalence (grade point) of each grade, as used in calculating CGPA, is as follows:

Letter Grades	Grade Points	Letter Grades	Grade Points
A	4.00	C	2.00
A-	3.67	C-	1.67
B+	3.33	D+	1.33
B	3.00	D	1.00
B-	2.67	F	0.00
C+	2.33	I	NA

COURSE DESCRIPTION

R 711 Business Research Process and Research Philosophy

The first part of the module is designed to provide insight into the management research process. By the end of the first part, with particular reference to the student's research, students should be conversant with the identification of library and online resources and how to use them, training in bibliographic sources and methods, techniques for preparing literature reviews and keeping up to date regarding the literature. Further, students will be given training in web-based research techniques (general web searching, and specific training in using web-based social science indices) as well as in plagiarism and research ethics.

In the second part of the module, students will be introduced to the fundamental philosophical assumptions required for a doctoral-level of study within the management discipline. The course will look at the nature of knowledge, the logic of the argument, and the process by which new scientific knowledge is created. A range of social theories will be presented, but participation, application, and criticism are vital. Lectures will be combined with debates, the discussion around cases of knowledge building, and individual application to doctoral students' research. On completion of this module, students should be able to recognise and challenge assumptions in one's world view, and those of others; recognise and respond to assumptions inherent in alternative research methods/designs; gain appreciation of a range of alternative paradigms and disciplines; locate their own research within the philosophy of social sciences and management research.

R 712 Qualitative Research Methods

This course is intended to provide an overview of fundamental qualitative research methodology. At the end of this course, students are expected to be able to understand and use different approaches to qualitative research to explore the critical insights of real-world problems. The contents of this course include basic understandings of various philosophical and theoretical issues related to qualitative research methods; qualitative research design; theoretical sampling; theoretical generalisation; theoretical model building; data coding and analysis; data triangulation; different interviewing techniques (structured, semi-structured or unstructured), case studies; focus group discussion; participant observation; qualitative analytics, ethical considerations in qualitative inquiry. Key concepts related to qualitative methodologies will be introduced in this course, as a primer for an advanced level course in qualitative research methods.

R 713 Quantitative Techniques

This course is intended to provide an understanding of quantitative techniques for business research. Topics will include fundamentals of probability, sampling, statistical estimation, tests of hypotheses, analysis of variance, chi-square analysis, univariate, bivariate and multivariate analyses, regression analysis and factor analysis. As part of this course, students are also expected to utilize computer-aided data analysis software such as SPSS. At the end of this course, students are expected to demonstrate their understanding of general theories and techniques related to quantitative analyses.

R 721 Critical Literature Review

The module is designed to develop the necessary research skills students will need to conduct a thorough literature review. After completing this course, students will be able to design and conduct a structured literature review for critically exploring the works of others and developing and defending one's own arguments about the research problem being investigated. Besides, this course will help students to gain the knowledge required for finding out the research gap in the respective research area, and accordingly setting the research questions more succinctly.

R 722 Research Design

This module will build upon the quantitative and qualitative theoretical principles and approaches introduced in the earlier courses. The primary objective of this course is to provide in-depth knowledge to doctoral students regarding how a doctoral research study can be planned and executed independently. On completion of this module, students should be able to develop and implement a research design strategy building upon the analytical and conceptual tools appropriate to their field. Students should be able to describe and apply the philosophical and theoretical issues inherent in a qualitative and/ or quantitative research design; determine which specific methodology or combination of methodologies are appropriate for a particular research problem; build research skills that can be applied to both quantitative and qualitative research methods; understand and incorporate their research into the appropriate research ethics framework. At the end of the module, students will have a good understanding of the difference between methods and methodology. They will learn to appreciate the role of philosophical underpinning to the chosen research methods, including the use of qualitative or quantitative methods, or a mixture of both.

R 723 The Craft of Fieldwork: Data Collection and Data Analysis (1.5 credits)

Fieldwork deals with the creation and collection of authentic data to be analysed and converted into meaning information for research work. Eliciting information to produce high-quality research work and contribute to the realm of knowledge requires a deep understanding of the methods of collecting data and then analysing the data. This course will introduce the students to the advantages and disadvantages of different sources of data and methods of collection. Students will be provided with sound knowledge of how to translate the data into valid and meaningful information that will support and strengthen the research proposition and research hypotheses.

R 724 Writing, Communicating and Publishing Research Work (1.5 credits)

The highest prestige in publishing research articles is to get them accepted into peer-reviewed journals. Navigating the journal publishing system can prove to be difficult. This course will help students in preparing the manuscript for publication in a peer-reviewed journal in the most effective way. Students will get insider insights from experts who have expertise in academic writing for many years. Students will be taught the writing style required for their dissertation as well as for a high standard journal article in detail. Furthermore, students will be groomed to crafting research papers that can contribute to the policymaking process and improve the current industry practices. Throughout the course, students will be shown how to communicate with different stakeholders to get their research work the maximum reach.

R 811 Advanced Qualitative Research Methods

This course is designed to enable students to gain advanced level knowledge in qualitative research methods. At the end of this course, students are expected to develop an in-depth understanding of the critical concepts of qualitative research and their applicability in a wide range of social science studies. The contents of this course will include a rigorous theoretical understating of qualitative research approaches and strategies; ethnographic case study; grounded theory; phenomenological research; biographical research; appraisal of critical issues like validity, reliability and ethics in the qualitative research study; and training on computer-aided data analysis software such as NVivo.

R 812 Advanced Quantitative Techniques

This course is designed to enable students to gain advanced level knowledge in quantitative research techniques in the business. At the end of this course, students are expected to demonstrate their capability in selecting and applying various theories and techniques related to quantitative research design and modelling. The topics include causal and ecological inference, discrete choice, randomized experiments, panel data analysis and cross-sectional time series analysis etc. The course will also provide students with a functional understanding of path analysis, structural equation modelling and multilevel modelling. As a part of this course, students are also expected to utilize computer-aided data analysis software such as STATA or R for applying contemporary techniques.

R 813 Directed Studies in Specific Discipline

In this course, students can choose a relevant course from a range of academic disciplines such as Finance, Marketing, Management, Operations, Human Resource Management etc. Directed studies in the chosen discipline involve a reading course in which the research supervisor will direct non-classroom independent study that has to be taken up by the students. Readings will be in areas not offered in the lecture or seminar courses, and it is anticipated

that they will deal with trending or upcoming issues in the particular academic discipline. The responsible supervisor and student will together decide the topics of the course and direction of the studies undertaken. The supervisor will meet regularly with students to assess their progress.

R 821 Business Strategy

This course focuses on managerial issues that affect the organisation as a whole - issues that have long-term implications and deal with organisation-environment relationships. The course gives particular emphasis on the characteristics and determinants of goal formation, industrial analysis, the forms of competitive warfare and various types of generic business and corporate strategies as kinds of problems, which affect the success of an entire organisation. This course will help students expand their strategic mindsets, acquire the skills needed to gain stakeholder buy-in, and translate strategy into value-driven decisions. Adopting a practical approach, it introduces relevant concepts, analytical tools, and their application to real-world problems in a variety of industries and contexts. After completing this course, students will be better equipped to tackle strategic initiatives, transform operating models, and drive change and innovation in their workplace.

R 822 Economic Environment of Business

The economic environment consists of all the external elements in the immediate marketplace and the broader economy. These factors can influence a business, i.e., how it operates and how successful it might become. Businesses cannot control their economic environment. However, they can evaluate conditions in the marketplace before deciding whether to proceed with a plan or project. This course will equip students with the analytical mindset required to assess the environment business is/planning to operate in. After the successful completion of the course, students will be able to evaluate critically environmental, business and social issues from an economics perspective and decide the profitability of a venture in a particular market.

R 823 Directed Studies in Specific Sector

Students are required to take up independent studies on the specific sector on which their dissertation is based on. The students will select the sector after consulting with their research supervisor. This can be based on their professional expertise and working experience. Example of sectors includes information technology, pharmaceutical, cement, food, banking etc. Readings must be in areas not covered in lecture or seminar courses and are expected to deal with trending or upcoming issues in the particular sector.

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