



Munich Business School
shaping tomorrow

DBA **PROGRAM**

YOUR **DBA** AT MBS

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All study programs of Munich Business School are AACSB accredited ensuring the highest standard of quality in business education.



SERVUS AND WELCOME TO MUNICH BUSINESS SCHOOL

Founded in 1991, Munich Business School (MBS) is looking back on more than 25 years of premium-quality business education. Being one of the top business schools in the German-speaking area, we perceive it as our mission to provide today's globally-minded entrepreneurial talent with a highly inspiring academic environment and enable them to become responsible leaders.

The DBA Doctor of Business Administration part-time program, offered in collaboration with Sheffield Hallam University (SHU), enables you to boost your academic and business career in an international and flexible setting that doesn't require you to put your professional career on hold.

Your studies are split into two phases: phase one, comprised of three complementary modules held at MBS and SHU, is designed to prepare you for your doctoral studies by equipping you with the appropriate skills and knowledge to effectively complete your DBA. Upon successful completion of the phase one modules, you enter phase two, the actual production of your doctoral thesis.

Invest in your professional future and start your DBA studies at Munich Business School. We are looking forward to welcoming you!

Prof. Dr. Stefan Baldi, Dean of Munich Business School

690+

Students at MBS

80+

Nationalities on campus

3,900

Graduates since 1991

WHY MUNICH BUSINESS SCHOOL?



MBS IS ONE OF THE 6% OF THE WORLD'S LEADING BUSINESS SCHOOLS

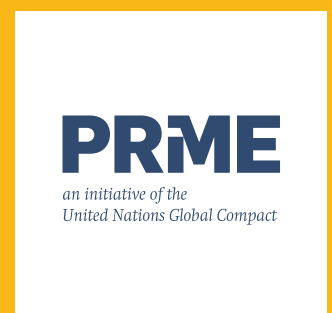
In 2025, Munich Business School earned the prestigious AACSB accreditation – a distinction held by only 6% of business schools worldwide. AACSB accreditation guarantees that MBS meets the highest standard of excellence for business programs. It ensures our students receive a future-oriented education that develops leadership skills, career readiness, and global perspectives.

Students and graduates from AACSB accredited schools ...

- enjoy higher earnings potential and greater career mobility than graduates from non-accredited schools and are sought after by top employers.
- receive the highest-quality business education with the knowledge and high-demand skills that employers and society need.
- are encouraged to explore their purpose and grow their network for a positive impact on society.

Further Accreditations and Memberships

Since 2010, Munich Business School has enjoyed unrestricted state recognition and institutional accreditation by the German Council of Science and Humanities. All our study programs are accredited by the Foundation for International Business Administration Accreditation (FIBAA). What's more, Munich Business School is an active member of numerous national and international associations and organizations.





Top Reasons to Study the Doctor of Business Administration

Practical Focus

The DBA enables you to focus and work on real-life topics from your company's daily business.

Structured Program

The compact, modular structure of the DBA program is designed to facilitate progress and results.

Networking Opportunities

Establish a personal network on an academic as well as professional level, and benefit from the MBS alumni network.

Flexible Design

The DBA program allows you to pursue a doctoral degree without having to put your professional career on hold.

International Degree

The DBA is a highly respected academic degree that will open doors into and within the international business world.

Academic Quality

Benefit from the outstanding quality of teaching and research as well as the recognition of both MBS and SHU.

Rankings: Always Among the Best

We are #1 among recruiters:

Employers value our commitment to pragmatic and applied learning: we are repeatedly a preferred choice to recruit from (WirtschaftsWoche University Ranking, 2024).

We are #1 among students:

Our students rate their lecturers' knowledge, motivation and helpfulness as the highest among all private universities of applied sciences in Germany (Trendence Graduate Barometer, 2020).

We are #1 among students:

Students vote MBS into the top groups in all evaluation categories, especially Support during studies, Practical orientation of teaching and Career orientation (CHE University Ranking, 2023).

We are among the Global Top 25:

We have an exceptionally large international student body compared to other universities and offer a wide variety of opportunities for studying abroad (U-Multirank University Ranking, 2020).



DBA PROGRAM AT MBS

The unique feature of the DBA program

MBS is a family-like place. We usually accept around 12 DBA candidates per year. Such a small group means that people get to know each other really well – which holds for both the DBA candidates themselves and the lecturers they meet during the program. The DBA candidates are intellectually curious, very experienced in their managerial roles and normally have a strong international background.

This makes the group a wonderful place to have deep discussions with like-minded peers. Especially through the collaboration with Sheffield Hallam University, a large university, there is a wide variety of supervisors available from all management backgrounds, both in terms of disciplines they are in as well as in terms of methods they have been using. This means there is also strong institutional support for the successful completion of DBA projects.



Hone Your Profile

For almost 30 years, Munich Business School has offered cosmopolitan, entrepreneurial-minded individuals an inspiring international academic environment to develop into the responsible leaders of tomorrow. The following pages introduce our DBA program, designed to boost your career!

Did you know: According to a decision of the Conference of Ministers of Education and Cultural Affairs, doctoral degrees from the United Kingdom, which includes the DBA, may be used in Germany in the abbreviation "Dr." without a subject-specific addition and without a designation of origin, even after the United Kingdom has officially left the EU (Brexit).

DOCTOR OF BUSINESS ADMINISTRATION



DBA Program Structure and Goals

The structure of the DBA program reflects two objectives: the first is to present you with an opportunity to discuss key substantive topics and concepts in contemporary business and management theory; the second is to take you through the process of developing and planning a doctoral research project in a staged way, and then to the execution of the project itself.

To reach these objectives, the DBA program is backed up by a set of three complementary modules, all of which are taught and assessed during phase one of your DBA studies. Upon the successful completion of these modules, you will be left with the foundation of your thesis. The modules are delivered in one-week blocks and then contextualized with the help of your academic advisor.



Dr. Christopher Chamberlain
DBA graduate of 2019

"The best tip I can give future DBA candidates is that you just have to stick with what was agreed on in your research report, and keep at it. And of course, you have to really like your topic, because you are going to work on it for at least four years."

The goals of the DBA program:

1. To provide a program of in-depth study and personal interest in a specific professional area.
2. To facilitate the development of knowledge, critical understanding and modes of professional practice.
3. To provide sound research training and education to enable you to complete your research successfully and to continue to contribute to knowledge.
4. To build a community of reflective practitioners.
5. To contribute to the enhancement of leadership, management, and business success.

MODULE OVERVIEW

Doctor of Business Administration (Part-time)

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Teaching Phase		Thesis Writing	
<p>Module 1 (Month 1-6)</p> <p>Critical Thinking in Business Administration (5 days of attendance at Sheffield Hallam University)</p> <p>This module provides you with the essential academic skills to successfully complete your DBA studies.</p> <p>It includes an introduction to reflexivity, critical thinking and writing, as well as philosophical and ethical considerations that will underpin your research process.</p> <p>During this module, you will also be allocated a tutor, and draft the introductory chapter of your thesis.</p>	<p>Module 3 (Month 12-18)</p> <p>Research Approaches in Designs (5 days of attendance at Munich Business School)</p> <p>During this module, your knowledge acquired in module 2 is further deepened, allowing you to gain advanced insights into general research approaches and designs with the aim to enable you to develop your research method and align it to an underpinning research philosophy.</p> <p>At the end of this module, you will draft the research methods chapter of your thesis.</p>	<p>Research Phase</p> <p>Once you have successfully completed all three complementary modules, and formally presented your research, followed by the approval of your research report, you will be able to progress onto the formal research phase and the actual production of your doctoral thesis.</p> <p>During this process, you receive permanent supervisory support from both SHU and MBS.</p>	
<p>Module 2 (Month 6-12)</p> <p>Contemporary Issues in Business and Management (5 days of attendance at Munich Business School)</p> <p>The purpose of this module is to introduce contemporary issues and debates in such a way that is relevant to define your research interests and to draw boundaries around your research scope.</p> <p>The content of the module includes key concepts such as diversity at the workplace, economic trends and future technological revolutions, and challenges your thinking on how these external factors may impact your sector and research.</p> <p>In addition, the module includes in-depth sessions on developing a literature review, which enables you to eventually draft your own literature review.</p>	<p>Presentation of Research Report (RF2) (Month 18-24)</p> <p>After the successful completion of the three complementary studies modules, between months 18–24, students will produce their RF2 presentation and accompanying report to obtain confirmation of research topics.</p> <p>The RF2 presentation is an oral defense that is assessed by two independent rapporteurs. This stage also acts as a check to ensure that the ethical approval sought is appropriate and the researcher’s training and development needs are on track.</p>		
Certificate in Business Research (awarded by MBS)		DBA (awarded by SHU)	



RESEARCH PROPOSAL GUIDELINES

The Application Research Proposal, which is a vital part of your DBA application, should address two main questions:

1. Why do you want to pursue a DBA?

Specific topics you should address include: What is your personal and professional motivation to pursue a DBA? What is the impact you expect the DBA to have on your career? To what extent do your personal, professional, and educational achievements contribute to preparing you for DBA studies? How do you plan to prepare for the demands of the DBA program?

2. What do you propose to research?

State a possible topic and research approach of your interest, ideally within the MBS research areas. The area of research that you actually pursue may be different, provided that it is within the supervisory scope of MBS and SHU.

Your statement should answer the following questions:

- Why is the research area you want to focus on important?
- What is your particular research question, also in context within the body of existing scholarly literature?
- What is your possible research methodology, including methods for data collection and analysis?
- What are potential impacts of your research?
- To what extent are your expected findings relevant to management knowledge and practice?

For further questions and assistance, you are welcome to seek guidance from our DBA Program Advisor.

The Cohort – A Diverse Group

An integral part of the program is the cohort, the group of fellow students who begin the program at the same time and attend all study blocks together. Students in the cohort engage in discussions with each other during the study blocks, learning from each other. Outside of the study blocks, the discussions may continue, with students sharing ideas and experiences, and supporting each other.



Dr. Samah Issa

Course Leader and Postgraduate Research Tutor for Social and Economic Research Centre at SBS

"The DBA provides candidates and their organization with leading edge development in management thinking. It enables them to develop and then apply the latest business and management theories to their own environment. It is for those who want to be recognized as contributors to management thinking and advanced professional practice."

SHEFFIELD HALLAM UNIVERSITY & SHEFFIELD BUSINESS SCHOOL

Sheffield Hallam University (SHU) is renowned for its dynamic approach to teaching and learning, high levels of student support and its modern facilities. With 34,000 students from over 100 countries world-wide and 3,000 staff it is one of UK's largest and most progressive universities. Research at Sheffield Hallam University addresses real-world challenges that impact upon people's lives. SHU is highly ranked for research. In fact, 72 % of their research is ranked internationally excellent or world-leading for impact (Research Excellence Framework 2014).

Sheffield Business School (SBS), with more than 8,000 students from more than 100 countries, is one of Sheffield Hallam University's main faculties and has a national and international reputation for delivering postgraduate and professional management development programs. With over thirty years of experience in research and teaching in business and management, SBS is involved in a diverse range of pure and applied research, covering most areas of business and management.

SHU is AACSB accredited:



Sheffield Hallam University | Sheffield Business School

MBS RESEARCH AREAS



RESEARCH THAT COUNTS

Munich Business School strives to contribute to the development of practical solutions to relevant business and social challenges. In the area of research, we are concentrating on selected research areas: »International Business« and »Digital Transformation« address two megatrends and their influence on business administration and management. In line with the university's mission, the areas of »Leadership & Responsibility«, »Innovation & Entrepreneurship«, and »Marketing & Communication« form further research focuses.



Prof. Dr. David Wagner
Academic Director DBA

"The DBA program is an outstanding opportunity to complete a structured, part-time doctoral program with highly ambitious, international peers. The doctoral program is made for curious minds who would like to dig deeper into topics they feel are particularly relevant today, with the aim to make an impact on both practice and research."

International Business

As the world economy is growing closer and closer together, international business is no longer limited to the production or sale of products abroad, but also tries to understand trends and developments on an international scale. In addition, cooperation with international companies and the internationalization of corporate functions, as well as the question of how companies can integrate international employees into their corporate culture have come into the focus of attention.

Digital Transformation

The digital transformation significantly increases the demands on the ability and speed to innovate. Intelligent technical systems connected via the Internet of things and services form the basis for the design of new business models and innovative value chain structures. Of particular importance is the intelligence of the systems that enable adaptive, robust, forward-looking, and particularly user-friendly applications in all sectors. In both private and business contexts, this changes the interaction between human and intelligent machines, and affects all levels of life and work.



Leadership & Responsibility

Modern leadership models include transformational and transactional components, describe the functions of leadership in motivation and coaching, talent and performance management, performance and retention, team building, and team culture. Professional personnel management and responsible action are key factors for the long-term success of companies and public institutions. These include awareness of trends such as digitalization and internationalization, the use of appropriate and agile management tools, and the identification of employee competencies.

Innovation & Entrepreneurship

The focus here is on the diffusion of innovations, both in the form of newly founded companies and in the form of innovations emerging from established organizations. This area of research deals in particular with the environments and ecosystems for entrepreneurship, social entrepreneurship, entrepreneurship in universities (students and academic staff), start-ups, and, embedded in them, the investigation of entrepreneurial thinking and action.

Marketing & Communication

Munich Business School views marketing in the wider sense as a philosophy of market-oriented leadership. In addition to strategic and operative marketing activities in consumer goods markets, the focus is also on the special features of industrial goods markets, the service sector, and the non-profit sector. In addition to corporate communications, this field of research also focuses on the individual manager's ability to communicate both internally and externally.

KEY FACTS

How to Apply

1. Prepare to apply

An overview of the admission requirements can be found online: munich-business-school.de/dba-admission

2. Online application

You will need the following documents to apply:

- Completed application form
- Application research proposal
- Curriculum vitae in English
- Copies of diplomas and transcripts
- 2 reference letters (academic or professional)
- Proof of English language proficiency
- Academic papers, articles, certificates etc. (optional)

3. Participate in a personal interview

at MBS in Munich, alternatively via video conference

4. Done!

Congratulations and welcome to Munich Business School!

Key Facts

Study Start: September

Degree: Doctor of Business Administration, DBA (awarded by Sheffield Hallam University)

Study Options

- **Part-time:** Typically 48 months (24 months complementary studies, 24 months research phase)
- In the first 18 months 3 modules with 5 days of attendance each at MBS / SHU.
- For the exact course dates, please visit our website.

Study Fees

- **Enrollment fee:** EUR 690 (EU/EFTA), (for international students EUR 1,490)
- **Regular tuition:** EUR 45,000, payable in four installments:
Years 1 – 2 EUR 15,750 (for each year)
Years 3 – 4 EUR 6,750 (for each year)
- Beyond the fourth year, tuition is EUR 4,500 per year.

Discover the Program!

We offer a variety of opportunities to get to know our university and the DBA program:

■ DBA Info Session

Join a dedicated DBA Info Session at MBS or via webinar and find out everything you need to know about the DBA program.

■ DBA Application Research Proposal Info Session

Learn about the form, structure, and content of a successful research proposal, which you will need to apply for the DBA program.

For the exact course dates, application deadlines and info session dates, please visit our website:

munich-business-school.de/dba-dates

Are you looking for more information? Your Contact



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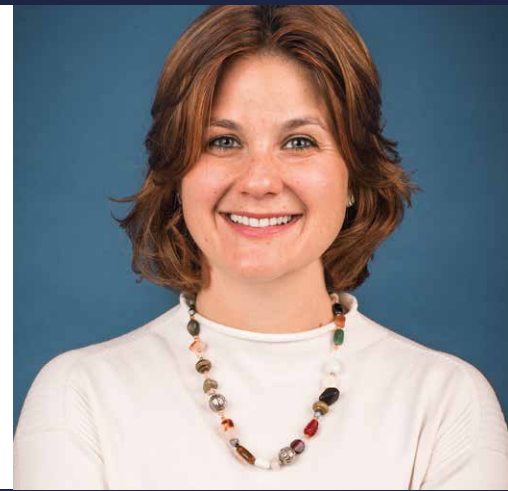
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munich-business-school.de/en/dba

Dr. Judith Widauer – DBA graduate of 2021

In 2016, Judith Widauer enrolled in the part-time Doctor of Business Administration program at Sheffield Hallam University, for which Munich Business School provides targeted preparation with three modules and faculty supervision during the research phase – five years later, she was awarded her doctorate. In the following interview, the graduate talks about her motivation for the doctorate, gives a deeper insight into her DBA journey as well as her research project, and shares useful knowledge for future DBA students.



What was your DBA journey like? What were important milestones?

“After the very first module, a DBA friend and I compared the DBA to travelling: when travelling, each encounter in the journey adds value and widens horizons. This comparison is still valid, and I have very much enjoyed all activities. The most important milestones are however surely related to the thesis itself: getting the research project approved, exploring and interpreting the results of the field research – the moment of relief when looking at the findings, writing up and having the final check-in with the supervisors, and naturally the viva which is the oral examination undertaken by experts in the field.”

How did you come up with your research topic? And to what extent did it evolve over time?

“It was definitely a process. At the beginning, I would explore the literature to gain an understanding of the research area and to identify gaps from previous work. In addition, I realized over time that to be personally connected to the research is a key element of success for me. This means that the business problem I ultimately researched evolved from my own experience and reflection in the workplace.”

To what extent was the supervision offered by the MBS and SHU professors helpful for your progress?

“My supervisors and supporters along the way inspired, encouraged and gave guidance and practical support whenever needed. I experienced having supervisors from different countries and universities as beneficial because it provides insights into different perspectives. I enjoyed our discussions very much and I am thankful that we now continue working together.”

How has the DBA program advanced you personally and professionally?

“During the DBA journey, I constantly reflected on how the research affects me personally and professionally. Indeed, the notion of reflective practice is a major learning which I can apply in the workplace. I also found that the academic environment is inspiring and helps me grow as a person.”

Munich Business School GmbH · All information is subject to change without notice · September 2025





Munich Business School
university of applied sciences

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