



# DBA

*Doctorate of Business  
Administration*

"WELCOME TO THE **CROWN** BUSINESS  
DEGREE PROGRAM"



GRENOBLE  
ECOLE DE  
MANAGEMENT  
BUSINESS LAB FOR SOCIETY



FORTY ONE NORTH  
A CURRENT BUSINESS SCHOOL





## GEM's DBA program offers the research tools you need to impact your organisation, industry and society.

*The DBA at Grenoble Ecole de Management (GEM) focuses on high-quality research to bridge the gap between business research and real world challenges. From day one, the participants learn how to create high-impact research under supervision. GEM supervisors focus on research in management, technology, innovation and entrepreneurship.*



### EXCEL

Participants will acquire the necessary skills to undertake innovative, rigorous and applied research at a doctoral level.



### EMPOWER

Future employers of GEM's DBA alumni will benefit from their highly developed skills to disseminate new knowledge and business research skills to others in the organization.



### INSPIRE

DBA research actively connects the business and research communities to enact change and progress through original and publishable research.



**GRENOBLE  
ECOLE DE  
MANAGEMENT**  
BUSINESS LAB FOR SOCIETY



*Grenoble Ecole de Management is one of the few business schools (1% of schools worldwide) to possess the three accreditations that distinguish leading international business schools.*

**41. FORTY ONE • NORTH**  
A CURRENT BUSINESS SCHOOL

We are the only Business School to offer a part-time DBA **"Doctorate of Business Administration"** degree in Istanbul delivered by Grenoble Ecole De Management, a triple-accredited business school. Your DBA degree will provide you with the expertise in Technology, Innovation, **Leadership and Business Management** to advance your career.



**Ranked 21st in**  
Financial Times European  
Business Schools Ranking, 2017



**1 of 9 DBA**  
Worldwide,  
Accredited by AMBA



**1st Class**  
in DBA in Global,  
25+ Years





**Deniz Saral, PhD**  
41 North Founding Dean



**You, 41 North Business School and Grenoble Ecole de Management (GEM) have all made a good choice, because you are here. Congratulations to us all!**

**This class is multinational and multicultural because we made sure this would be so. Variety is not only the spice of life but is also a prerequisite for globally effective learning.** This class is also diverse because not many among you come from the same business sector. We made sure of this. We have also placed great emphasis on recruiting women, this is why their gender is well represented in this class.

On the other side, your professors also come from diverse backgrounds. This makes a good match. They are eager to meet you and begin the learning journey. I have taught over 40 years on three continents, so I know how exciting it is for a professor to start a new cohort program each time.

Your learning journey will be exciting, challenging and rewarding. Given your enthusiasm to learn how to conduct academic research and then join the world ranks of academia, you will find within you the motivational forces you need to succeed. Your current company colleagues and consulting clients will soon notice the rapid change in your attitude to facilitate their learning quest. Once you get the wonderful flavor of the intellectual challenge of the DBA program, you'll wonder why you did not join earlier. When you successfully complete this DBA program, you will join GEM's global, prestigious and diverse network of DBA Alumni. Simultaneously, you will join the ranks of academia as Academically Qualified (AQ) professionals. A new career will commence.

There is a small but dedicated 41 North Team behind this program. They work around the clock to meet 41 North objectives. Please do not hesitate to communicate with me or a member of our Team to seek assistance and guidance if you need it. However, your professors will be the sole source of your academic guidance and evaluation.

I wish each one of you success in the DBA Program. Let the interactive and metaphorical learning process begin!



**"We bring +25 years of know-how and best in class Doctoral education to Istanbul with 41 North Business School"**

**The GEM Doctoral Knowledge Community brings together our students, alumni, mentors, and researchers around our mission: changing lives and organizations through research.**

With more than 25 years of experience in doctoral programs, Grenoble Ecole de Management has developed a unique know-how in attracting, managing, and coaching doctoral talents. From 2019 onwards, we will bring this doctoral knowledge to Istanbul at 41 North Business School. Join us to learn what we can change for you and take advantage of 1200+ intellectual contributions by our 330+ DBA graduates.

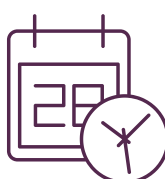


**Prof. VALÉRIE SABATIER**  
Director of the Doctoral School



# Program Overview

## “ DBA *Doctorate of Business Administration* ”



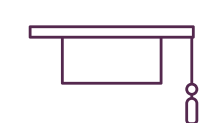
**Date**  
November 2019



**Duration**  
Part-time 4 years,



**Language**  
English



**Degree Level**  
Doctorate in Business Administration (DBA)



**Location**  
Workshop 1 and 4 are held in Grenoble, France. Workshop 2 and 3 are held in Istanbul.



**Price**  
2019 payment € 17.000  
2020 payment € 17.000  
2021 payment € 13.000  
2022 payment € 13.000  
  
**€ 60.000 in Total**



# DBA at GEM in 10 Key Facts

1

**A LEADING INTERNATIONAL BUSINESS SCHOOL**  
Alongside its triple accreditation (AASB, EQUIS, AMBA) the school ranked is:

6<sup>th</sup>

25<sup>th</sup>

50<sup>th</sup>

France Europe World

2

**7.900 STUDENTS AND 30,000 ALUMNI**  
With 50 programs ranging from undergraduate to doctoral level, Grenoble Ecole de Management counts over 7,900 students, including 3,000 Executive Education students, with 143 nationalities and over 30,000 alumni.

3

**GRENOBLE: A HUB FOR SCIENCE, INNOVATION AND TECHNOLOGY**  
According to Forbes Magazine, Grenoble is the fifth most innovative city in the world and a capital of science and technology. Its internationally recognized ecosystem fosters innovation by uniting research, higher education, startups and major corporations.

4

**INTERNATIONAL FACULTY AND RESEARCH TEAMS**  
Teaching and research at GEM engage 6000 teachers, 479 guest lecturers (professionals and industry experts), 300 doctoral students, 12 chairs and institutes. In the past 5 years 429 publications, 38 reports and 78 case studies have been produced.

5

**25 YEARS OF EXPERIENCE DELIVERING DBAs**  
The DBA program was founded in 1993 to offer senior managers, independent consultants and senior academics the opportunity to leverage their careers and/or to make a transition into the highest levels of academia.

6

**A WIDESPREAD DOCTORAL COMMUNITY OF ALUMNI**  
Over 380 DBA graduates from around the world (DBA).

7

**DBA AT GEM - A GLOBAL PROGRAM**  
DBA's international presence enables research investigations at both local and global levels (France, USA, Turkey and China).

8

**INSPIRING CONTRIBUTIONS**  
1500 intellectual contributions from our doctoral community (DBA & PhD).

9

**A WIDE RANGE OF TOPICS**  
Thanks to our diverse research team and network we are able to supervise and manage theses from a wide range of fields.

10

**BUSINESS & ACADEMIA**  
We supervise many candidates with different career objectives. Whether you seek to take on higher managerial responsibilities or shift your career path towards academia, we provide the knowledge and support required for both alternatives.





## Making personal impact with new understanding:

### "I am a proven business executive and already have an MBA. Why would I need a DBA?"

*The DBA prepares you to conduct applied research in specific business disciplines, allowing you to pursue a subsequent and advanced career in corporations, banks, research-oriented consulting firms, government agencies and/or teaching/research positions in leading business schools.*

#### AN INTELLECTUAL CHALLENGE & MOTIVATION FOR PERSONAL CHANGE

Executives take part in a DBA when they are already successful. The DBA program targets mainly experienced executives (a minimum of 5 years' experience in business management) with a Master's level in business, management or a similar field. Most of our students usually have over 15 years of experience and range in age from 35 to 50. This part-time program has been designed to be compatible with the busy schedules of international executives looking for a new challenge, a new career in academia, a new position in management or in consulting. The GEM DBA aims to develop world class research and has a worldwide alumni community of over 370 graduates.

#### NEW AND COMPLEMENTARY CAREER GOALS

DBA graduates usually continue working in their companies and stay in the business world after graduating from the DBA. As the DBA qualifies them for academic research they then also often start to teach as guest professors or as adjunct faculty and to publish in practitioner or academic journals. The DBA also often enables graduates to open new doors in managerial and consulting hierarchies.

#### KNOWLEDGE CREATION

DBA students are not required to create new theory or extend existing ones. Their contribution is to apply research to a business need or problem.

Their starting point may be a business problem from their place of work. The DBA dissertation may generate a theoretical model that interprets the problem, simplifies it for the purposes of developing a model to apply the research and test it.

The core idea is that a DBA dissertation develops applied research considered relevant for both the business world and scholars.

#### CREATIVE LEARNING MODE

Since DBA students do not want to give up their job while studying, the DBA is a blended-learning program designed to mix distance or online learning with residential periods. The students can communicate online with professors and their peer group and need to come together only for a few weeks per year.

DBA programs offer their students a lot of flexibility and once the required coursework is over, it is up to the academic supervisor how often the DBA student needs to show up physically.

#### ACCESS TO DATA

Data is fundamental to any research. One of the greatest advantages of many DBA students is their access to data in their own place of work. This data is often unique and can sometimes only be used under serious confidentiality clauses. In other cases, the DBA student may have to create a unique database by resorting to field interviews or conducting surveys with specifically defined target audiences rather than the public at large.

#### GAINING RECOGNITION

The value of the DBA also depends on the reputation of the institution where it has been achieved. A DBA offers the graduate new recognition because it represents the pinnacle of personal and academic recognition earned from an internationally recognized academic institution.

#### FINANCING DBA STUDIES

DBA students very often pay for their own education as they continue to earn money during their studies and many have accumulated savings. Some companies fund DBA students when they use data from their employers and when the research is relevant for their companies.



## DBA Impact

Since 1993, the Grenoble Ecole de Management DBA research program has been actively connecting businesses and academic communities in order to enact change and promote progress through original and rigorous research.

DBA students' research influences managerial and organizational milieus at the highest level. Each student's thesis includes a chapter dedicated to the managerial implications of their doctoral research and offers relevant recommendations for organizations to overcome key challenges.

DBA students and graduates are encouraged to share their results and findings with the widest possible audience in order to inform and engage with their peers, organizations, and communities.

With a strong focus on dissemination to business and academic audiences, the combination of relevance and rigor in our DBA research supports our spheres of management of technology, innovation, and entrepreneurship.





# “What is the difference between a PhD in Business and the DBA?”

Both are doctoral degrees and so have similarities. But, the DBA differs from a PhD in a number of ways, including the scope of study, the approach to research, and essentially the definitive outcome. The DBA is a practitioner's doctoral degree designed to meet the needs of the researching professional, rather than the professional researcher. While a PhD is primarily intended for those who wish to pursue full-time research careers in academia, the DBA is mainly for those who wish to pursue subsequent careers in corporations, consulting firms, government agencies or in academia as part-time professors. These careers can significantly benefit from advanced research skills in analyzing business problems. The research capabilities developed in the DBA programs are of a more applied nature, with more immediate real-world applicability than typical research pursued in the PhD program. Finally, unlike the PhD program, the DBA is aimed at those who are working in business and who choose to work during their part-time DBA studies.

## WHO QUALIFIES FOR ADMISSION?

DBA: Experienced (at least 5 years) business managers with a Master's level degree in business, management or similar field.

PhD: Work experience is not required nor sought. Master's degree in the field is a normal requirement. But, in certain countries like the USA, admission may be given to those who do not yet have a Master's degree in business. These students are expected to complete a rather long list of business/management courses and earn a Master's degree first. Then, they can become PhD students.

DBA programs produce *researching professionals* whereas PhD in Business programs produce *professional researchers*.

## TYPICAL AGE?

DBA: Most students cumulate more than 15 years of experience and their age range is from 35 to 50.

PhD: Experience is not mandatory. A Masters in Management Sciences is compulsory (or must then be attended). Age: 25-30 years old.

## PROGRAM CONTENT AND CONDUCT?

DBA: is a research-based doctorate. Each DBA student is assigned a personal Supervisor right after admission. Participants qualify into degree candidacy after two years of part-time study in workshops during which they are trained on how to conduct academic research and write research-based academic articles. At the end of this period, they are required to defend their topic of research for the DBA Thesis. DBA students come into the program with an already-defined research problem because of their prior work experience.

## EQUIVALENCY?

The AACSB, EQUIS and AMBA all consider the two degrees to be academically equivalent. Graduate Schools of Business at large also consider the two degrees equivalent. Those who place a special value on business professors with real/applied experience favor the DBA.

## ATTENDANCE?

DBA programs are strictly part-time spread over four years. A very large majority of PhD programs require full-time attendance for the completion of doctoral-level coursework. In some universities this period may be completed by attending evening courses.

## Where?

### 41 NORTH BUSINESS SCHOOL-LEARNING HUB

Our classes are delivered in the Ferko Signature Business Center, equipped with high-end technology and located in Levent, Istanbul's business district.

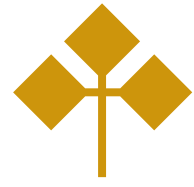


*Click here to explore 41 North Business School in 360*



**Ferko Signature Building**  
Büyükdere Cad. 175, 34394 Levent  
Istanbul, Turkey





# Why enroll in an Executive Doctorate (DBA) program?

## CAREER EFFECT

The primary reason for executives, consultants and senior staff to enroll in a DBA program is their decision to significantly alter their work and life style. The typical applicant has an MBA, or a comparable degree in management, a successful career developed over the years, belongs to several professional associations and reads several business periodicals to stay abreast of new developments. But, s/he now feels that there is something missing, "Is this all there is to life? I need a new intellectual challenge to keep going and I need more time to myself". "I have been a good coach, but now I would like to freely transfer my business expertise and knowledge to outsiders".

Leading graduate schools of business and the AACSB International have been reporting a growing shortage of doctorally-qualified teachers with applied business management experience. Why? Over the years, motivating 25-30-year-olds to enroll in traditional business PhD programs has become extremely difficult, so much so that now the few and fresh PhD's in accounting, finance and marketing can expect to receive more than one offer from outstanding universities even before they complete their

doctoral studies. How did business academia come to this? One major reason is that most of the good university graduates prefer to go for the MBA and earn substantially higher incomes than their PhD counterparts. How do we close this gap in supply and demand for experienced business professors? The DBA is one answer. After a successful career in business, some of the MBAs who graduated years ago are now ready and motivated to study for the DBA on a part-time basis. During the DBA program, we teach them how to conduct academic research, how to write a thesis so that they become academically qualified (AQ), because this status is the indispensable requirement to teaching in leading business schools. When they teach, they learn to disseminate not only knowledge but their own time-tested and applied business experience. This gives them immense satisfaction!

But teaching is definitely not the sole purpose of DBA candidates. Many come from fields of consulting and technical staff positions, so the DBA provides them with a rare distinguishing characteristic, in other words, gives them comparative advantage in a field filled with many competitors.



## EXPERIENCES DURING THE DBA

However, transforming business managers, consultants or technical staff into AQ professors of business is easier said than done! The supervisors must be equally prepared to meet the challenge. This requires special skills. In a traditional PhD program, the student (the disciple) learns from the professors (disseminators of knowledge) at their pace and spread over several academic years. In the DBA, the professors are supervisors but must lead their students actively, often on a one-to-one basis. In return, the student must devote a good 30 hours per month to learning how to conduct sound academic research and writing an outstanding thesis.

Strength of commitment, diversity of business backgrounds and global diversity are strong characteristics of DBA cohorts. The members learn not only from their supervisors, but also from each other. Positivity, coherence and interpersonal support become critically important success factors. After graduation, they join the ever-growing DBA alumni knowing that they are now members of the global business academia.

## CULTURE

Business schools that offer DBA programs survive and thrive on the diversity and the richness of their culture. They are not geographically constrained, they admit participants with diverse backgrounds, at least 30% of their intake is female, and their faculty matches the diverse characteristics of their students. DBA programs are societal business laboratories where no single organization or philosophy or culture dominates.



*After graduation, they join the ever-growing DBA alumni knowing that they are now members of the global business academia.*





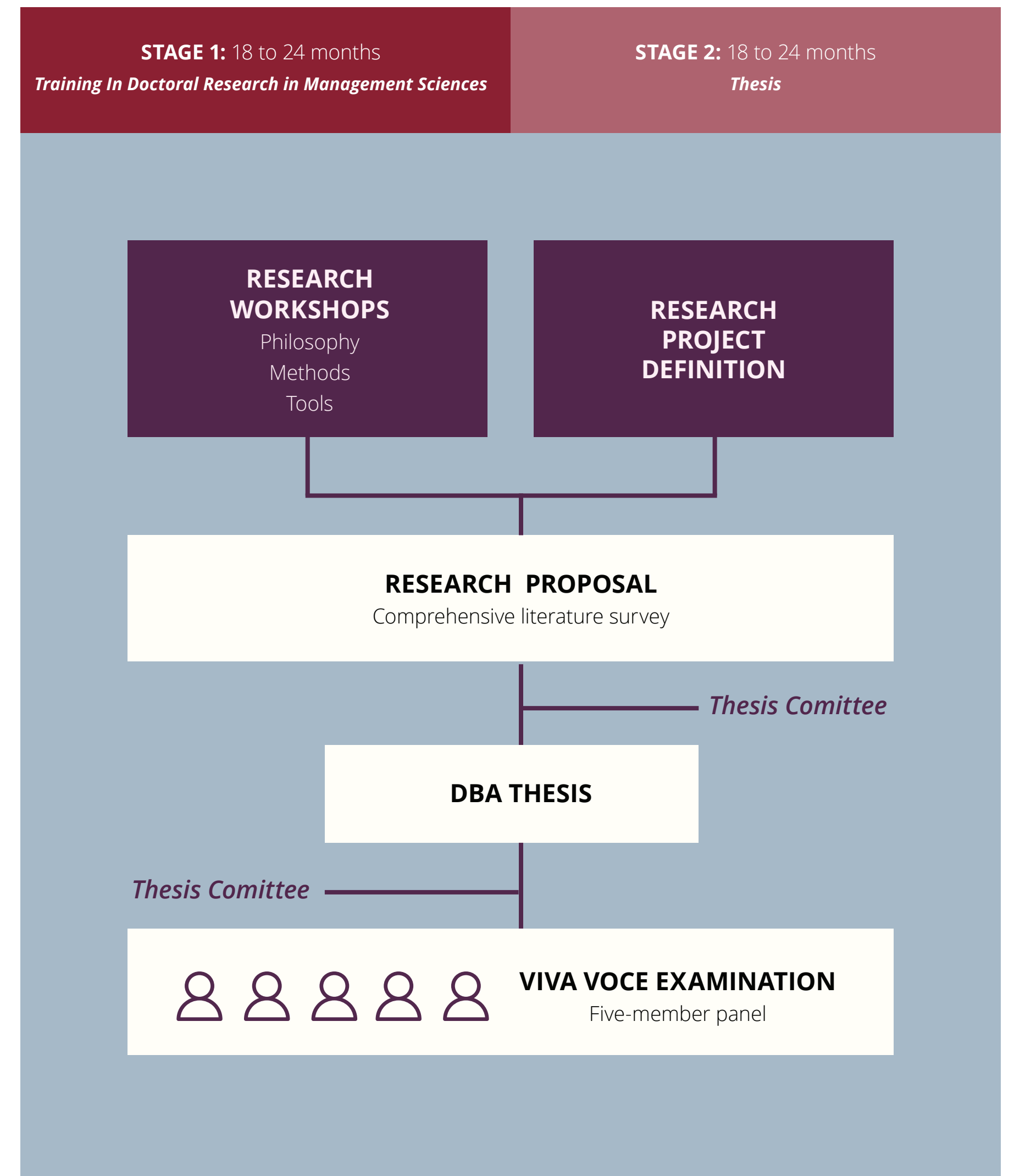
# The Doctorate of Business Administration (DBA) program enables executives to:

- ◆ Understand state-of-the-art research in their fields of study;
- ◆ Acquire the necessary understanding and expertise in methods and techniques for research design, data collection, and data analysis;
- ◆ Conduct, write, and disseminate high -quality doctoral level research;
- ◆ Achieve a greater level of effectiveness as professional practitioners in managing technology, innovation, and change;
- ◆ Gain legitimacy as researchers and faculty

members in both academic and non-academic environments.

***Companies that choose to sponsor DBA students benefit directly*** from their research and studies. Each candidate conducts doctoral research on current business and management issues that are often based on his/her company's current and anticipated needs. Additionally, companies can keep valuable managers on board while they pursue their doctoral degrees in this part-time program.

## Learning Journey







## Stage 1

### TRAINING IN DOCTORAL RESEARCH IN MANAGEMENT SCIENCE

Philosophy, Methods and Tools  
(18 to 24 months)

DBA students start by learning methods and techniques for research design, data collection and data analysis in order to conduct, analyze, author and publish research that meets doctoral standards. Students complete a series of four research training workshops that are held in Grenoble and in partner countries, such as Turkey.

Between workshops, students prepare a

detailed research thesis proposal, complete a pilot study, and perform individual and field research under the direction of doctoral supervisors. In order to proceed to Stage II, students are required to produce three pieces of written work. These include:

An extended research proposal (1,500 to 4,000 words);  
A comprehensive literature review (5,000 to 20,000 words); and a preliminary thesis (15,000 to 30,000 words).

Successful completion of Stage I leads to the awarding of the Certificate in Research in Management Science.



## Stage 2

### THESIS (24 TO 30 MONTHS OF PART-TIME STUDY)

The DBA research and thesis portion of the program consists primarily of individual research under the supervision of a qualified professor who has expertise in technology management, business innovation, and organizational change management and provides a broad range of subject-area expertise.

The DBA thesis should exhibit substantial evidence of original scholarship that meets publishing standards and provides useful managerial recommendations.

DBA candidates are required to demonstrate their ability to conduct original investigations; test, apply, and examine their own and other's ideas; and understand the relationship between their themes and wider fields of knowledge.

Candidates may be required to identify current issues and apply relevant theories for problem solving.

### FACULTY

Each DBA candidate is assigned to and is supervised by a research professor from Grenoble Ecole de Management.





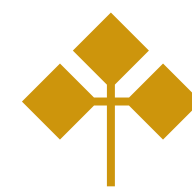
## The Role of the Supervisor

Thanks to our longtime experience in supervising doctoral research, our faculty and affiliate faculty have demonstrated outstanding skills in doctoral supervision.

Doctoral supervisors provide scientific guidance, foster a rich academic relationship and may help students in building their research network. Students and doctoral supervisors have regular contact through face-to-face or online meetings.

GEM has developed the first doctoral serious game, creating a community of doctoral supervisors dedicated to helping and supporting doctoral researchers.

This serious game, SuperWisor, won an Excellence Award at Re-Imagine Education in 2017, the largest conference worldwide rewarding the most innovative pedagogical initiatives in business schools and universities.



## How you Learn?

*The Grenoble Ecole de Management DBA Istanbul Chort Program is offered in partnership with 41 North Business School. The Program focuses on high-quality research to bridge the gap between business research and real world challenges. From day one, you are guided towards creating high-impact research and benefit from GEM's expertise in the management of technology, innovation, and entrepreneurship. This Program supplies you with the research methodology and tools of analysis you need to impact your organisation, industry and society.*

The Program's diverse and international approach gives the DBA student a strong vision on how to become effective on a global basis.

### WHEN SIGNING UP FOR THE PROGRAM YOU WILL RECEIVE A NUMBER OF ADDITIONAL SERVICES SUCH AS:

- ◆ Statistical analysis softwares packages (SPSS, Atlas.ti)
- ◆ E-library services
- ◆ Business and social science databases
- ◆ Online scholarly and professional journals.

### DBA STUDENTS CAN USE THE OPPORTUNITIES TO COMMUNICATE RESEARCH BY:

- ◆ Dissemination through HAL-GEM open archives platform
- ◆ Publication of theses in The ProQuest database
- ◆ Participation in collection of the edited books
- ◆ Knowledge community of more than 600 researchers
- ◆ Help for publishing.



## About Library



The GEM library is part of the pedagogical department and offers a support service to Faculty and Research. The library provides specialized resources and innovative services to help students develop their academic skills. The aim of the library is to lead students to success:

- ◆ Thanks to excellent services and a specialized collection in Management approved by GEM's Faculty
- ◆ Thanks to the librarian team, experts in information skills.

### EBOOKS

- ◆ 1000 ebooks available on Dawsonera and Ebscohost platforms
- ◆ Topics: Management, Entrepreneurship, Marketing, Finance, Logistic & Purchasing, R&D, Human relations, Statistics, Communication, International relations, Law, Economy, Society, Culture.

### ACCESS TO THESES AND DISSERTATIONS

- ◆ 2000 theses in French and in English
- ◆ From all programs: DBA, MIB, MBA, BIB, MS
- ◆ Only the highest graded and non-confidential theses

### DATABASES

- ◆ 20 000 online journals from several databases

- ◆ Databases sorted thematically
- ◆ Press and magazines: Factiva, Financial Times, The New York Times...
- ◆ Academic journals: Proquest, Business Source Complete, Emerald, Science direct, Jstor...
- ◆ Open archives: HAL
- ◆ Companies and finance: Kompass international, Passeurport, Corporate focus premium, Bloomberg...
- ◆ Market studies
- ◆ Technology
- ◆ International economy
- ◆ Career

### ONLINE LIBRARY COURSES ON MOODLE

- ◆ Moodle is an e-learning platform. The library offers courses about:
- ◆ How to use library resources: catalogue, databases...
- ◆ Information skills training
- ◆ Strategic research, academic literature, companies and financial data...
- ◆ Analysis of results
- ◆ Referencing information
- ◆ Use and share your own research
- ◆ Tools to manage bibliography
- ◆ Tips to search with Google, to use Hal...

### More information:

[www.library.grenoble-em.com](http://www.library.grenoble-em.com)  
[library@grenoble-em.com](mailto:library@grenoble-em.com)

## Employability



# The Doctorate of Business Administration (DBA) program enables you to:

- ◆ Understand state of the art research fields of study.
- ◆ Achieve a greater level of effectiveness as a professional practitioner in managing technology, innovation, and change.
- ◆ Acquire the necessary understanding and expertise in methods and techniques for research design, data collection, and data analysis.
- ◆ Gain legitimacy as researchers and faculty members in both academic and non-academic environments.





***Our DBA graduates are currently teaching in***

*California Lutheran University*

*Copenhagen Business School*

*Durham College*

*ESDES Business School*

*Florida International University*

*HEC Montreal Business School*

*Hong Kong Institute of Technology*

*International University in Geneva*

*Lebanese American University*

*Menlo College*

*Newcastle University*

*Southern University at New Orleans*

*Universidad de Monterrey*

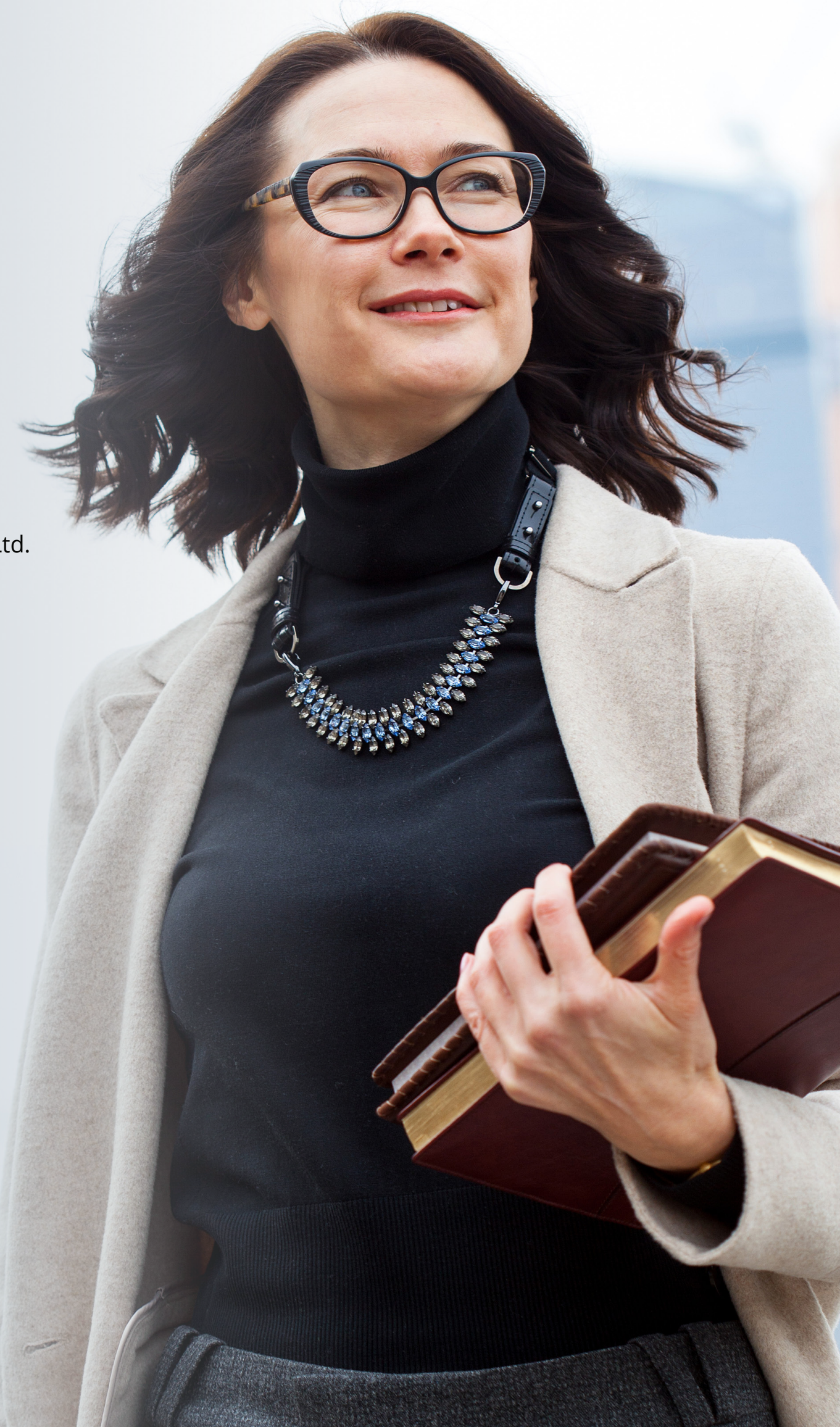
*University of Michigan*

*University of Phoenix*

Holders of Grenoble Ecole de Management doctoral degrees are eligible to apply for academic positions in most international universities and institutions of higher education. Many alumni from our doctoral programs currently hold tenured positions in accredited business schools worldwide. We recommend that graduates check eligibility requirements and recognition of the DBA prior to applying for a position.

***Our DBA graduates currently work for***

Allibert-Trekking  
Booz Allen Hamilton  
China Pacific Life Insurance Co., Ltd.  
Credy Banka  
Ericsson  
Fluor  
Ingénieurs du Monde  
Nexans  
PSA Peugeot Citroen  
Quantar Solutions Ltd.  
Seezenn.com LLC  
Terex Corporation





# Testimonials

## ***“My DBA Survival Kit” by Maya Mallat Yassine Grenoble Ecole de Management DBA Alumna 2017”***



A fellow working mother recently wrote in a blog, “Mention ‘work-family balance’ to a roomful of working women who have children, and the response you’ll probably get is semi-hysterical laughter...followed by tired sighs.” Imagine being a mom of three young boys, having a full-time job as risk manager for a major health system, and sharing with family and friends that you just signed up for a doctoral program. My announcement was often welcomed with mixed emotions ranging from “wow!” to “why would anyone do this to themselves!”

The DBA journey was one of the most intense experiences I ever lived, pushing me to the limits of mental, physical, and emotional endurance. But here I am, four years down the line, planning my graduation celebration and still wondering how I did it! There were good days, when I felt I was on top of the world and managed to juggle it all. But, there were also bad days when I was overcome with guilt and stress because of divided attention between my thesis, work, and family.

The key is to jump in with both feet while staying focused and organized and to find the right balance. Here’s what worked for me.

### **GET ORGANIZED!**

The first tool in my survival kit: to-do lists, to-do lists, and more to-do lists! Dr. Cohen, a psychologist, says our brain loves ordered tasks. To-do lists are therefore a great tool because they dampen anxiety, give us a plan that we can stick to, and are proof of what we have already achieved. They were an essential part of my “Control and Command Center,” as baptized by my close friend, and it consisted of my laptop, phone, color-coded calendars, regular pop-up reminders, and, of course, all sorts of to-do lists for the office, home, and school.

Having access to a notebook anytime and anywhere (even at my bedside) meant I wouldn’t forget my “Eureka!” moments while shopping or watching my son’s basketball tournament.

Effective organization allowed me to take the art of multitasking to the next level by staying on top of my work and school schedules while constantly staying in touch with the family.

### **SUPPORTIVE FAMILY AND FRIENDS**

My boys, and especially my husband, are truly the unsung heroes of my doctoral journey. They had to deal with mom turning down movie nights and visits to theme parks weekend after weekend. Rather than feeling guilty, I tried thinking how the process would benefit them. My “perfect academic spouse” made it easier by volunteering for some dad-and-boys bonding time on a regular basis. I was lucky to also have supportive friends who did not give up on me when I wouldn’t let go of my books or when I was physically present at social events but my mind was elsewhere.

### **ENDORPHINS BOOSTS**

It probably sounds like mission impossible, but feeling physically strong is associated in my head with feeling mentally strong. Squeezing in a few hours of exercise every week was what kept me mentally sane and made everything else possible. After all, wasn’t exercise touted as a cure for almost everything from depression to Alzheimer’s disease?

### **AWAY WITH THE ENERGY VAMPIRES AND IN WITH THE POSITIVE THOUGHTS**

It is so easy to fall prey to negative thinking when you are stressed and snowed under; however, I found that the

more I gave in to my negative thoughts, the stronger they became. I tried instead to surround myself with positive people who could put things into perspective and motivate me to keep moving forward rather than driving me further down the negative spiral.

I am so humbled today to be sharing my incredibly gratifying DBA experience. I’m hoping my doctoral survival kit list will inspire you to keep pushing because I can promise you “the tassel is worth the hassle”!



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multitasking to the next level  
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# Testimonials



"My Doctorate of Business Administration journey was a life enriching experience. This is what I would say if I were to be asked to pin a slogan to describe this event in my life."

**Nabil Georges Badr**  
*DBA graduate*

"Thanks to the excellence of the program and its global reach, I fulfilled my dream of becoming a well-recognized teacher, trainer and consultant in prime institutions across the Middle East and Europe. Moreover, the DBA provided me with the needed competences to handle the challenge of top positions in education management."



**GLORIA HADDAD**  
*DBA graduate*



"My journey at Grenoble Ecole de Management has been completed, my dream has been fulfilled, and a new research journey has started. I will forever be grateful for GEM's team (professors and administrators) for providing the finest academic experience with the best status anyone can dream of. Grenoble Ecole de Management will forever be the greatest self-investment decision that I ever made."

**AHMAD ANOUTI**  
*DBA graduate*

"I realize now that when I started my DBA at Grenoble Ecole de Management, I followed my scientific mind-set, my inclination to explore, investigate. I wanted to embrace the intellectual challenge of a DBA because I was interested in gaining the skills to look at business from new perspectives."



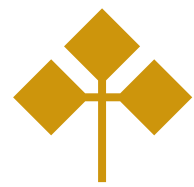
**RITALBA LAMENDOLA**  
*DBA graduate*

# Testimonials



**DBA Thesis on “Job Satisfaction and Turnover Intention Among Faculty of Private Universities in Saudi Arabia” by Hayat Habhab**





# “The Road to earning the Crown Business Degree”

DBA program candidates are recruited from all over the world. They come from a wide variety of backgrounds—the sciences, humanities, and technical and engineering fields. Generally, they are high-level professionals, managers or executives with graduate degrees in business disciplines.

DBA candidates are experienced managers from diverse sectors who display a high level of maturity and intellectual curiosity. Candidates should have proficiency in written and oral communication in English, and should be open to cultural diversity.

Admission requirements:

- ◆ Master’s degree in business, management or related field, such as MBA, MA, MSc or equivalent.
- ◆ Preference will be given to candidates with a Master’s degree from an accredited institution of higher learning such as the AACSB International, EQUIS, AMBA or ACBSP.
- ◆ Minimum 5 years of management experience (or post-master’s).

## ADMISSION PROCESS

**STEP 1:** Send us your CV detailing work experience and education. We may ask you to submit to a personal interview, preferably face-to-face.

**STEP2:** If you are eligible, we will ask you to submit a formal application for admission (on-line) and support it with the required documents.

**STEP 3:** Once your application is complete; It will be forwarded to the GEM-DBA Admissions Committee. You will be interviewed by the DBA Program Director who will present your application to the admission board.

**STEP 4:** The final decision of the GEM DBA Admissions Committee will be directly communicated to you. If you are admitted, you will be requested to submit all supporting documents either in original or certified copy form.



*Please fill in the following form and our Admissions will be in touch with you shortly.*

Grenoble Ecole de Management-DBA Program Director will issue an Acceptance Letter to each applicant who has been formally admitted to the 41 North Business School-Grenoble Ecole de Management-DBA Istanbul-Hub-Cohort Program.

Upon receiving the Acceptance Letter, the participant must pay GEM a deposit of € 10'000. The remaining portion of the first year's tuition, that is € 7'000, must be paid at least one month before the commencement of the Program. The second year's tuition payment, € 17'000, must be paid before the commencement of the second year of the Program. Similarly, the third and fourth year tuition payments, € 13'000/ year, must be paid before the commencement

of the respective year of the Program. The total tuition cost of the GEM-DBA Istanbul-Hub-Cohort Program will be € 60'000 for the 2019-2020 academic year entrants.

Students admitted to the GEM-DBA Istanbul-Hub-Cohort Program will be issued GEM Identity Cards so that they can access all physical or online GEM and 41 North Business School facilities in Grenoble and in Istanbul.

If a student wishes to withdraw from the Program prior to completion, s/he must inform the Program Director in writing of this decision. In prematurely withdrawing from the program, the student remains liable for all outstanding and unpaid tuition fees. If withdrawal from

the program is due to serious unforeseen circumstances (death, incapacitating accident or serious and prolonged illness) a specific DBA Program Committee will examine the case. In case of accident or illness, a medical doctor's certificate must be provided to the DBA Program Director.

If a student is expelled from the Program because of unsatisfactory academic performance, insufficient attendance, failing to pay tuition fees or for behavior unbecoming a graduate student, the student shall remain liable for the remaining unpaid balance of the Program's tuition fees.



A Stand Alone  
Unique Business School  
*in İstanbul*



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