

Professional Doctorate Programmes

Academic Doctoral Degree for
Practitioner-Scholars



Message from The Dean



The Singapore Management University's (SMU) College of Graduate Research Studies (CGRS) enhances **integration and interdisciplinarity across the various SMU postgraduate research (PGR) programmes**, enabling our PGR students to gain a **holistic learning experience and well-grounded approach to their research**. This is achieved through interdisciplinary programmes, shared courses and professional training workshops. Furthermore, CGRS will **strengthen networking, cohort building and collaborative opportunities** for PGR students across the various programmes, facilitated through the student and alumni groups. Ultimately, our **PGR students will be poised to tackle challenges affecting business and society across boundaries with confidence, and create significant impact**.

SMU offers Professional Doctorate Programmes designed for senior- and mid-level practitioners (such as business leaders, consultants, engineers or scientists), and for applied scholars who are working at the boundaries of academic and practitioner-oriented work. The programmes train practitioners to translate and apply academic research into solutions for stakeholders in the real world. You will bring value to your professional field through this enhanced ability to translate and apply research results into evidence-based decisions, policies, programmes and solutions.

On behalf of SMU, I welcome you to embark on an exciting doctorate journey with us!

Professor Heli WANG
Dean, College of Graduate Research Studies

College of Graduate Research Studies (CGRS)

The College of Graduate Research Studies (CGRS) trains students to **uncover new knowledge and develop novel solutions that are relevant to some of today's most challenging issues**. This will be undertaken at the intersections of disciplines, cultures and industry.

Our community of learners benefit from the **diversity of expertise, disciplinary and interdisciplinary knowledge and perspectives** so that they are well-equipped to create significant impact.



CREATE
Significant Impact
Across Disciplines



TACKLE
Challenging Issues
With Confidence



BUILD
Strong Connections
Within Our Community

TRANSFORMATIVE & HOLISTIC LEARNING

- Through interdisciplinary programmes.
- Through the Graduate Research Interdisciplinary Topics (GRIT) comprising the training in curated topics spanning across two or more disciplines, to ensure students are well-grounded.
- Through the Graduate Research Professional Development (GRPD) programme which consists of a suite of credit-bearing courses, workshops and seminars to ensure career-readiness.

FOSTERING A SENSE OF BELONGING

- Through the Graduate Research Student Society (GRSS) to deepen interactions among students with academic exchanges and social activities.
- Through the Graduate Research Alumni Chapter (GRAC) to enhance lifelong engagement and affiliation among the graduates.
- Through meaningful engagement events and activities between students and graduates.



Selected Dissertations

PhD in Business (General Management)

- ▶ Successful Venture Building: What Matters! An Empirical Examination of Effective Incubation Practices (Patrick THNG, 2019)
- ▶ An Examination of the Effectiveness of a Training Program to Improve Decision Making in Insurance Risk Underwriting (Gavin Raj MAISTRY, 2019)
- ▶ Transformational Leadership & Follower Risk-Taking Examining the Effects of Psychological Safety & Power Distance Orientation (Josephine KANG Poh Tin, 2019)
- ▶ The Multidimensionality of Business Risk Implications for its Classification, Interpretation & Management (Prakash BAGRI, 2019)
- ▶ Micro-coaching as a Blend to make E-learning more Effective (Krishnan NARAYANAN, 2019)
- ▶ An Exploratory Study of How to Navigate Brand Management and Improve Sales Performance through Control Policies (Pavuth SRIARANYAKUL, 2019)
- ▶ Gender, Emotional Displays and Negotiation Outcomes (Horacio Arruda FALCAO FILHO, 2019)
- ▶ Leading Mindfully in Dynamic Times: Can a Mindfulness-based Leadership Training and Coaching Program Increase Leadership Effectiveness? (Nina TAN, 2018)
- ▶ Evaluating the Conditions for China's Fourth Industrial Revolution Plan: A neo-Schumpeterian Analysis (Henry CHAN Hing Lee, 2017)
- ▶ Gender Effects in Hedge Funds Performance (Karen GAN Yoke Wah, 2017)
- ▶ The Role of Internal Corporate Communication during Organisational Acculturation of Acquired Companies (Janice WONG Huei Ling, 2016)

Doctor of Business Administration

- ▶ Corporate Governance of Innovation in Singapore Chinese Family Business (Geok Chwee ONG, 2020)
- ▶ The Impact of Fintech Innovations and Financial Standards on Bank Performance: Evidence from Selected Commercial Banks in ASEAN (Kiyono HASAKA, 2019)
- ▶ Assessing the Performance of Cashless Society Innovations (Dennis NG Chong Meng, 2019)
- ▶ Regulatory Focus and Female Leadership Development: How Male Leaders Modify the Self-Regulating Focus of Mid-career Female Followers to Motivate their Pursuit of Future Career Progress (Vinika Devasar RAO, 2019)
- ▶ The Impact of Entrepreneurial Leadership on Team Climate and Innovation Work Behaviour in Start-Up Contexts (Kin Kah NEO, 2019)
- ▶ Role of Financial, Human and Social Capital in Survive of Start-Ups (Tiong Kia WONG, 2019)
- ▶ Predictors of Returning Filipino Expats Job Success (Ramon Borrero SEGISMUND, 2019)
- ▶ Do Satisfied Employees Deliver Better Service Experiences that Result in Satisfied Customers, and, What are the Factors Affecting Employee Satisfaction and Customer Satisfaction? (Kevin CHEONG Chuen Kong, 2019)
- ▶ The Impact of Camaraderie on Customer Satisfaction and Loyalty in the Hotel Industry (Josephine TAN Huiping, 2019)
- ▶ How Ties with Family Members Influence Professionals' Creativity in Family Businesses: The Role of Hive Effect and Trust (Rameshwari Rasammah RAMACHANDRA, 2019)
- ▶ Digital Banking: Overcoming Barriers to Entry (Alan MEGARGEL, 2018)

PhD in Business (General Management)

OVERVIEW

The PhD in Business (General Management) is a pre-eminent executive doctorate programme for Asia's leaders, senior management and managers seeking to compete for the future. Our in-depth knowledge, relevant research, and expertise on Asia's rapid economic development and challenges, all provide for a dynamic academic experience and engagement at the highest levels.

The curriculum of this intensive and rigorous programme is of a modular format. It has a convenient schedule, making it suitable for busy senior management and professionals.

PARTICIPANTS

Participants include senior management and professionals who aspire to conduct original applied research in businesses.

GRADUATES

Upon completion of their doctorate training, graduates would have:

- acquired in-depth knowledge of specialised areas in this diverse learning environment, and sharpened their ability to conduct original applied research in businesses.
- been equipped with the knowledge and core abilities to analyse and conduct relevant and rigorous inquiries into the most complex problems facing businesses.
- been empowered to transcend boundaries and reshape business models with a difference.

FACULTY

The faculty members are senior professors who have extensive teaching, practice and consultancy experience, and whose research work focuses on user-driven issues.



Professor Shantanu BHATTACHARYA
Deputy Dean (Education) and
Academic Director,
PhD in Business (General Management)

The PhD in Business (General Management) programme is intended to enable senior leaders in the industry to be thought leaders, and support their industry endeavours with formal methods of enquiry and research to advance the managerial knowledge in their applied fields. The programme has a multidisciplinary focus and an international cohort that enhances the learning experience, and the research outcomes.



Leon QIU
PhD in Business (General Management)
Class of 2024

The pursuit of the programme was more than an academic endeavour. It was transformative; challenging me intellectually, fostering personal growth in terms of resiliency and adapting to the demands of a dissertation committee, most importantly, allowing me to contribute valuable concrete insight into making society better for all.

PROGRAMME STRUCTURE

Component	Course Units	Year	Weightage (%)
Coursework	12	1 & 2	30
Competency Workshops	Compulsory		
Dissertation	28	Year 2 onwards	70
Total: 40 Course Units		Duration: 4 Years	

Admission and Application

ADMISSION REQUIREMENTS

PhD in Business (General Management)		
Qualifications	At least a Bachelor's degree. A Master's degree is a plus but not required.	
Experience	At least 10 years	
GMAT or GRE Results	A good GMAT or GRE score is needed for admission into the programme. Applicants are encouraged to sit for the SMU Admissions Test if they do not have a GMAT or GRE score.	
Supporting Documents	<input type="checkbox"/> Copy of Identity Card/Passport <input type="checkbox"/> Latest Curriculum Vitae <input type="checkbox"/> Copies of Degree Certificates & Transcripts <input type="checkbox"/> 2 Personal Statements <input type="checkbox"/> 2 Recommendation/Reference Letters	
Programme Fees	Fee	Amount
	Application Fee (non-refundable & non-transferable)	S\$100
	SMU Admissions Test (non-refundable; if you do not have a GMAT or GRE)	S\$125 per attempt
	Tuition Fee* (non-refundable; inclusive of GST**)	S\$137,340
Tuition Fee Structure (non-refundable; inclusive of GST**)	S\$12,000 non-refundable deposit (upon acceptance of offer/before admission) First Payment: S\$29,202 (at the start of programme) Second Payment: S\$41,202 (by the mid of Year 1) Third Payment: S\$27,468 (by the beginning of Year 2) Fourth Payment: S\$27,468 (by the mid of Year 2)	

* The maximum candidature is 5 years. However, if the candidature exceeds 5 years, additional fees will apply, for which the maximum candidature cannot be extended beyond 7 years.

** Goods and Services Service Tax (GST) is a tax collected on behalf of the Singapore Government and will be charged at the prevailing rate.

APPLICATION INFORMATION

The PhD in Business (General Management) is a full-time programme with intakes in **May** and **December** every year. However, the School's Graduate Research Programmes Office may consider late admissions on a case-by-case basis. The programme allows participants to **graduate in 4 to 5 years while working**.

	Timeline for May Intake	Timeline for December Intake
Online Application Period	By 30 Jan	By 30 Aug
Interview & Admission Consideration	By 20 Feb	By 20 Sep
Offer, Matriculation, Tuition Fee Payment	By 15 Mar	By 15 Oct

* SMU will interview all shortlisted applicants. SMU will inform applicants if they are selected for interview via email.

CONTACT INFORMATION



<https://business.smu.edu.sg/phdgm>



lkcsbpd.admissions@smu.edu.sg

Doctor of Business Administration

OVERVIEW

The Doctor of Business Administration programme enables participants to develop a portfolio of skills for influencing management practice, conducting applied and field research, and teaching competently.

The curriculum of this intensive and rigorous programme is of a modular format. It has a convenient schedule, making it suitable for busy senior management and professionals.

PARTICIPANTS

Participants are business leaders, senior management or rising managers who aspire to pursue practice-driven research that has the potential to create business impact. The programme is also ideal for practice faculty who are just starting their academic careers.

GRADUATES

Upon completion of their doctorate training, graduates would have:

- developed the ability to apply and integrate current research into the modern challenges of complex organisations.
- developed a portfolio of skills for influencing management practice.
- developed the ability to conduct applied and field research.
- developed or extended their teaching and pedagogical competencies.

FACULTY

The faculty members are senior professors who have extensive teaching, practice and consultancy experience, and whose research work focuses on user-driven issues.



**Associate Professor
TAN Hwee Hoon**
Academic Director,
Doctor of Business Administration
Course Coordinator,
Management of People at Work

“ The Doctor of Business Administration (DBA) programme offers senior executives in the industry an opportunity to develop and conduct practice-based research agendas to further their career aspirations in the industry, or embark on a primary or secondary career in management education. SMU is highly reputed for its expertise in research, teaching and practice. SMU DBA participants can gain from the confluence of these skills to develop themselves into industry leaders with the ability to practice data-driven management, and to share their knowledge creation and dissemination abilities with the Asian and global communities.

We look forward to receiving applications from candidates with a strong orientation towards applied research, and a motivation to change industry and teaching practice for the better. ”



Andrew HENG
Doctor of Business Administration
Class of 2019

“ The Doctor of Business Administration programme was invigorating. The faculty members are knowledgeable and insightful, and the exchanges and debates that I had with my fellow coursemates were stimulating! The programme has shaped how I look at the industry that I am in, and what I can do about the challenges it faces. Though the programme was challenging, especially when I had to juggle between my full-time work and the programme, I have no regrets in embarking on this doctoral journey at SMU. ”

PROGRAMME STRUCTURE

Component	Course Units	Year	Weightage (%)
Foundation Courses	2	1 & 2	35
Core Courses	6		
Elective Courses	5		
Introductory Research Project	1		
4 Competency Workshops	Compulsory		
Dissertation	26	3 & 4	65
Total: 40 Course Units		Duration: 4 Years	

A list of courses is available on our website at <http://smu.sg/dba-curriculum>.

The Doctor of Business Administration programme also offers a specialisation track in innovation, where a participant will be awarded the **DBA (Innovation) degree**. The degree requires the participant to take innovation-related electives and work on a dissertation based on innovation.

Admission and Application

ADMISSION REQUIREMENTS

Doctor of Business Administration											
Qualifications	At least a Bachelor's degree. A Master's degree is a plus but not required.										
Experience	At least 10 years										
GMAT or GRE Results	A good GMAT or GRE score is needed for admission into the programme. Applicants are encouraged to sit for the SMU Admissions Test if they do not have a GMAT or GRE score.										
Supporting Documents	<input type="checkbox"/> Copy of Identity Card/Passport <input type="checkbox"/> Latest Curriculum Vitae <input type="checkbox"/> Copies of Degree Certificates & Transcripts <input type="checkbox"/> 2 Personal Statements <input type="checkbox"/> 2 Recommendation/Reference Letters										
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* The maximum candidature is 5 years. However, if the candidature exceeds 5 years, additional fees will apply, for which the maximum candidature cannot be extended beyond 7 years.

** Goods and Services Service Tax (GST) is a tax collected on behalf of the Singapore Government and will be charged at the prevailing rate.

APPLICATION INFORMATION

The DBA is a full-time programme with intakes in **August (Term 1)** and **January (Term 2)** every year. However, the School's Graduate Research Programmes Office may consider late admissions in **May (Term 3)** on a case-by-case basis.

	Timeline for August Intake	Timeline for January Intake
Online Application Period	By 07 Jun	By 30 Sep (of prior year)
Interview & Admission Consideration	By 20 May	By 20 Oct (of prior year)
Offer, Matriculation, Tuition fee payment	By 15 Jun	By 15 Nov (of prior year)

CONTACT INFORMATION



<https://business.smu.edu.sg/doctor-business-administration>



lkcsbpd.admissions@smu.edu.sg

Doctor of Engineering

OVERVIEW

Doctor of Engineering (EngD), a professional doctorate degree by the SMU School of Computing & Information Systems (SCIS), aims to train students to become IT leaders with deep technical expertise for innovating, designing and managing complex IT systems.

OBJECTIVES

To engage industry in digital transformation and practice scholarship, this programme would:

- train ICT manpower with deeper technical skills to conduct industry-focused R&D.
- attract high-calibre professionals to conduct practice research with our faculty.
- build practice research into the identity and branding of SCIS.

FACULTY

Faculty members are professors who have extensive teaching, practice and consultancy experience, and whose research work focuses on solving deep tech business challenges.

PARTICIPANTS

Participants must have at least three years of work experience in the selected business domain, and be committed to apply deep knowledge and technical skills in practice research to solve a complex company-sponsored project.

GRADUATES

Upon completion of the professional doctorate training, graduates would be able to:

- apply deep tech knowledge in practical scenarios. exercise critical ability and power to analyse problems.
- develop tools and solutions that feature deep technology.
- address problems of interest critical to industry partners.
- engage in community-based learning for practice research.
- adhere to, and advocate high levels of research integrity and ethical standards for practice research outcomes.



Professor Michelle CHEONG
Associate Dean,
SCIS Postgraduate Professional
Education, and Director,
Doctor of Engineering



To meet the needs of Industry 4.0, the SCIS EngD degree trains professionals to perform deep technical industrial research and translate the output into innovative products and services.

SCIS has various industry-oriented applied research labs where our experienced faculty is able to guide high-calibre candidates in carrying out innovative practice research. Areas of research include artificial intelligence and data science, cyberphysical systems and information systems, as well as multidisciplinary research involving other SMU schools. The dissertation project, sponsored by the candidate's company, will be rich in both technical and business domain complexities, so as to generate meaningful and high-quality research output.

We warmly invite aspiring candidates to join the SCIS EngD programme to create a significant impact in businesses and societies.



NGUYEN Huynh Long Hung
Doctor of Engineering,
Second Year Student,
School of Computing and
Information Systems
Vingroup Scholar



As a current student in the Doctor of Engineering (EngD) program at SMU's SCIS, I find the experience both invigorating and challenging. The program's curriculum, which deeply integrates academic research knowledge and thinking processes with professional practice work, offers a comprehensive and practical learning experience. The faculty members, with their extensive teaching, practice, and consultancy experience, provide invaluable guidance and focus on solving deep tech business challenges. Additionally, the engaging discussions and debates with my peers have greatly enhanced my understanding and learning.



PROGRAMME STRUCTURE

Component	Course Units
Coursework	6
Professional Foundation Courses	3
Research Foundation Courses	3
Dissertation	28
Total: 40 Course Units	

* Upon enrolment into the EngD programme, successful candidates who are alumni of the SMU Master of IT in Business (MITB), SMU Master of Applied Information Systems (MAIS) or SMU Master of Science in Computing (MSC), and have graduated within the last 5 years, may be provided with exemptions of up to 4 CUs of matching courses.

Admission and Application

ADMISSION REQUIREMENTS

Doctor of Engineering		
Qualifications	Applicant must hold at least a Bachelor's degree with good honours. Having a Master degree is a plus, but not mandatory.	
Experience	At least 3 years of work experience in the tech industry with vertical domains, and good understanding of industry problems.	
GMAT or GRE Results	Good GMAT or GRE or SMU Admission Test Results.	
TOEFL or IELTS Scores	Good TOEFL (with a minimum of 90) or IELTS (with a minimum of 6.5) scores for applicants whose medium of instruction at the Bachelor's/Master's level was not in English.	
Supporting Documents	<input type="checkbox"/> Cover Letter <input type="checkbox"/> Latest Curriculum Vitae <input type="checkbox"/> Copies of Degree Certificates & Transcripts <input type="checkbox"/> 1 Personal Statement and 1 Research Statement <input type="checkbox"/> 2 Referee Reports	
Programme Fees	Fee	Amount
	Application Fee	S\$100 (inclusive of GST)
	Registration Fee	Singapore Citizens & Permanent Residents: S\$400 (inclusive of GST) Foreigners: S\$500 (inclusive of GST)
	Tuition Fee*	Refer to the programme's website for the prevailing tuition fees (https://smu.sg/engdfees).

* Tuition fees are locked in once the student enters the programme. SMU reserves the right to alter tuition fees for new incoming cohorts whenever required.

APPLICATION INFORMATION

The EngD has two intakes in **August** and **January** every year. The programme offers full-time and part-time modes of study.

	Timeline for August Intake	Timeline for January Intake
Online Application Period	1 Jan to 31 May	1 Jun to 31 Oct (of prior year)
Interview & Admission Consideration	By 15 Jun	By 15 Nov (of prior year)
Offer & Acceptance by Participant	By 30 Jun	By 30 Nov (of prior year)

- SMU will interview all shortlisted applicants.
- A 10% discount on tuition fees will be provided to all SMU graduates.
- For Full-time Study:** Recommended candidature is 4 years. The minimum candidature can be 3 years, while maximum candidature period is 5 years (minimum/maximum candidature request is subject to approval).
- For Part-time Study:** Recommended candidature is 5 years. The minimum candidature can be 4 years, while maximum candidature period is 7 years (minimum/maximum candidature request is subject to approval).
- If the student stays beyond the recommended candidature period, an annual over-staying fee will be charged per year from the 5th year onwards for full-time students, and 6th year onwards for part-time students respectively.

CONTACT INFORMATION



<https://scis.smu.edu.sg/engd>



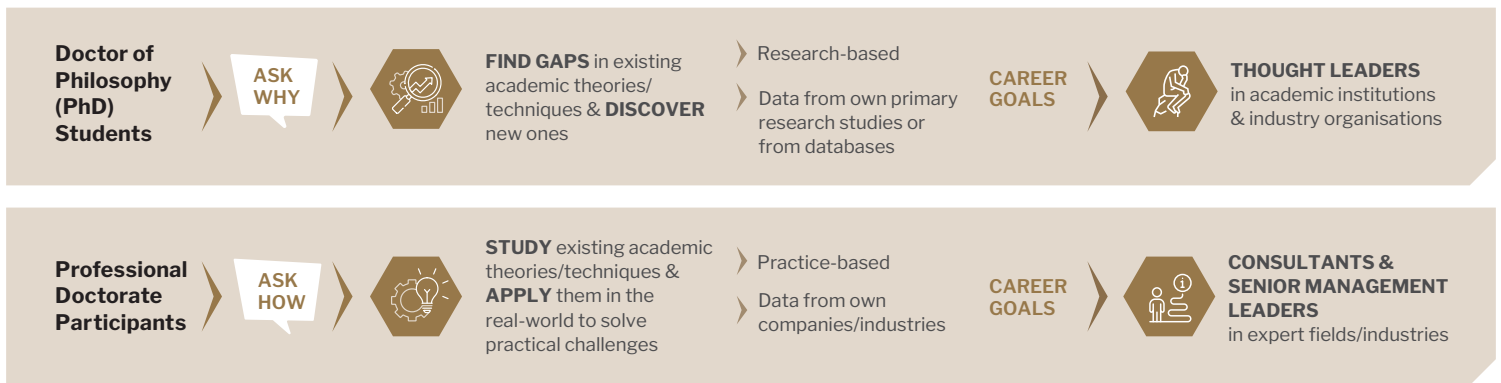
engd@smu.edu.sg

The Professional Doctorate: A Different Type of Research Degree

Both our Academic Research PhD students and our Professional Doctorate participants earn the ‘Doctor’ title as a result of completing the doctoral dissertation of original research, over a similar time period (typically 4 to 5 years). At the same time, there are important distinctions between the two types of doctoral programmes.

Academic Research PhD students discover new theories and techniques that can potentially solve real-world problems, and focus on publishing their results in an elite set of academic journals and conferences targeted for academic readers.

In contrast, Professional Doctorate participants, who are professionals of substantial standing in their respective fields, apply existing theories and techniques to practical situations, solving real-world challenges in their companies and industries. They also publish their work, and usually target their publishing to a broader stakeholder and professionally-oriented community. Professional Doctorate participants deeply integrate academic research knowledge and thinking processes with their professional practice work. An illustration of the difference is shown here.



SMU ACADEMIC RESEARCH PHD PROGRAMMES VS SMU PROFESSIONAL DOCTORATE PROGRAMMES

SMU Academic Research PhD Programmes	SMU Professional Doctorate Programmes
Incoming students are typically fresh or recent graduates with strong quantitative ability and methodological interests.	Most participants are working professionals or senior managers with deep professional experience .
Scholarship support and stipends are provided.	Self-funded programmes. Participants or their organisations cover full tuition fees. No stipends are provided.
Students are on campus full-time . Curriculum comprises classes over SMU's regular academic terms.	Participants are on campus when they are doing their modules.
Courses are more oriented towards creating new methods & theories , and the application of these methods & theories. Courses are being taught by faculty members who are actually publishing in top-tier journals & conferences.	Courses are more practice- & application-oriented, including how to apply the existing body of methods & theories . Courses are taught by a mix of faculty members, and current or former industry practitioners.
Research publication targets gaps in top-tier academic literature .	Research publication targets real-world stakeholders and more applied/practitioner-oriented literature .
Dissertation committee comprises SMU faculty members who actively publish in top-tier academic literature.	Dissertation committee comprises SMU practice-oriented senior professors, SMU-affiliated faculty members & industry practitioners.
Dissertation is usually a single monograph .	Dissertation may be a portfolio of policies, programmes, case studies and methodologies – all organised into a discourse of the generalised knowledge derived.
Graduates are trained for university faculty or R&D positions in top-tier institutions & organisations.	Graduates are trained to bring applied scholarship to professional practice, or for practice- and teaching-oriented university faculty positions.

SMU School of Accountancy

SMU-Zhejiang University Doctor of Business Administration (Accounting and Finance)

The SMU-Zhejiang University (ZJU) Doctor of Business Administration (DBA) (Accounting and Finance) programme is a partnership between SMU School of Accountancy and ZJU School of Management. The programme is designed to groom scholars and senior management to pursue practice-driven research to create business impact.

Candidates will develop a portfolio of skills required for influencing management practice; conducting applied and field research with a specialisation in the field of Accounting and Finance.

In line with the Chinese government plans to develop the Qiantang River Financial Bay in Zhejiang, candidates in the programme will also benefit from pursuing their SMU-ZJU DBA (Accounting and Finance) in the heart of an upcoming international wealth management and financial innovation centre.

For further information and enquiries, visit our website at <https://accountancy.smu.edu.sg/dba-accounting>, or email at soa_dba@smu.edu.sg

SMU Lee Kong Chian School of Business

Cheung Kong Graduate School of Business-SMU Doctor of Business Administration Shanghai Jiao Tong University-SMU Doctor of Business Administration

SMU Lee Kong Chian School of Business (LKCSB) has partnered with two of the most prominent higher educational institutions from China – Cheung Kong Graduate School of Business (CKGSB), and Antai College of Economics and Management, Shanghai Jiao Tong University (SJTU) – in the realm of business education to offer Doctor of Business Administration (DBA) programmes to scholars and senior management who aspire to pursue practice-driven research with the potential to create business impact. Through this strategic alliance with CKGSB and SJTU, LKCSB hopes to realise substantial synergies between the institutions and offer students opportunities to utilise resources such as world class faculty and deep connections with the business community in each respective institution.

On top of research training, DBA candidates will examine the industrial applications of theory through coursework and develop a portfolio of skills for influencing management practice, conducting applied and field research. This programme seeks to admit business leaders, senior management and rising managers who are motivated to go through formal doctoral training to solve the business problems of their worlds.

For further information and enquiries, please email at lkcsbpd@smu.edu.sg





Website



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