

PROFESSIONAL DOCTORATE PROGRAMMES



Academic Doctoral
Degree for
Practitioner-Scholars

Message from Vice Provost (Research)



Singapore Management University (SMU) is a premier university in Asia that is internationally known for its world-class research and distinguished teaching, and for its meaningful impact. Though SMU is young, it has a strong and innovative research culture, as well as very strong linkages with both private and public sector organisations.

There is a critical need for practitioners who are able to translate academic research into solutions for stakeholders in the real world. The highly regarded and internationally accredited SMU Lee Kong Chian School of Business currently offers advanced research training to such practitioners through our following **Professional Doctorate Programmes**.

- PhD in Business (General Management)
- Doctor of Business Administration

These programmes are designed for mid- and senior-level practitioners (such as business leaders, consultants, engineers or scientists) as well as for applied scholars who are working at the boundaries of academic and practitioner-oriented work. By enrolling in the SMU Professional Doctorate Programme, you will be able to leverage on cutting-edge research conducted at SMU, as well as relevant research worldwide. You will bring value to your professional field through your enhanced ability to translate research results into evidence-based decisions, policies, programmes and solutions.

Our team of internationally-known SMU faculty members include well-known academic scholars who are practice-oriented, as well as practice track faculty members who have deep industry experience. We also have a strong global network of affiliated faculty members who contribute to the programme. These faculty members will teach you and supervise you to bring applied scholarship and evidence-based thinking into your professional practice. They will also prepare you to do university-level teaching for Undergraduate, Master's and Executive Education programmes.

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

Professor Steven MILLER
Vice Provost (Research)

Message from Dean, Lee Kong Chian School of Business



We live in a rapidly changing world where disruption is becoming the norm for businesses and governments. Very often than not, situations do not follow a linear path and leaders have to manoeuvre and develop creative and inspiring ideas to adapt to new conditions. This type of causal and lateral thinking approach is a hallmark of doctoral education. With this in mind, we designed our Professional Doctorate Programmes at Lee Kong Chian School of Business to equip you with the tools and training that would enable you to be an independent practitioner — one who can translate the academic research and the rigorous doctoral training and thinking process into applying practical solutions in the real world.

During the course of the programme, you will be mentored and taught by our team of world-class faculty who are passionate about imparting their rich industrial and academic knowledge through this doctorate journey.

I strongly encourage prospective participants to speak to our Academic Directors to learn more about our Professional Doctorate Programmes, and I look forward to welcoming you into our School.

Professor Gerard GEORGE
Dean and Lee Kong Chian Chair Professor of Innovation & Entrepreneurship
Lee Kong Chian School of Business

General Programme Framework

Coursework

The on-campus coursework (foundation, core and elective courses) is designed to fit the busy schedules of working professionals. The coursework comprises a series of modular-based classes usually held over a weekend (Fridays to Sundays) every four to six weeks. Upon completion of the coursework, participants will take the Qualifying Examination which assesses their ability to apply course concepts to practical scenarios.

Research Project

For the **Doctor of Business Administration** programme, participants will spend about 12 weeks on the project which will serve as a preparatory step towards the dissertation. Participants will design a research study and write a short paper.

Workshops

Both programmes have workshops that provide participants with research, teaching, presentation and practice-oriented skills.

Dissertation

The dissertation examines a problem facing today's business managers and organisations. It will bring together each participant's knowledge and skills in an applied study that will be designed to create business impact.

The dissertation is marked by two major milestones:

- Oral Defence of the Dissertation Proposal (by the end of Year 2)
 - This is an oral presentation of the written dissertation proposal to a participant's Dissertation Committee.
- Oral Defence and Completion of the Dissertation (Years 3 & 4)
 - This is the oral presentation of the written dissertation report to a participant's Dissertation Committee.
 - After possible revision(s) to the report and upon fulfillment of all necessary requirements, the Committee will recommend to the University to award the doctorate degree.



Examples of SMU Faculty Members Teaching & Supervising our Professional Doctorate Participants



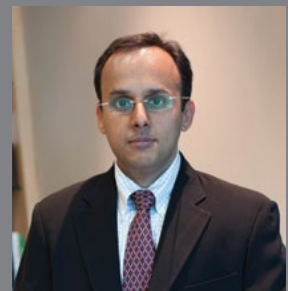
Arnoud DE MEYER
President and Prof
of Operations
Management, SMU



Gerard GEORGE
Dean and Prof of Innovation
& Entrepreneurship, Lee
Kong Chian School of
Business (LKCSB), SMU



Thomas MENKHOFF
Prof of OBHR (Education),
LKCSB, SMU



Kapil R. TULI
Prof of Marketing,
LKCSB, SMU



Roy CHUA
Assoc Prof of OBHR,
LKCSB, SMU



Jochen REB
Assoc Prof of OBHR,
LKCSB, SMU



Themín SUWARDY
Assoc Prof of Accounting
(Practice), School of
Accountancy, SMU



Hwee Hoon TAN
Assoc Prof of OBHR,
LKCSB, SMU

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 business.
- 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 Philip C. ZERRILLO
Academic Director,
PhD in Business
(General Management)

“ The PhD in Business (General Management) programme will help the active and engaged leaders to continue to advance the practice of effective leadership by equipping them with the international perspective, the formal methods for enquiry and the core ability to define and address seemingly complex problems. The international cohort that attend this programme provide for a rich and diverse learning environment. ”



Hsin Ning YONG
Graduate (2017),
PhD in Business
(General Management)

“ How we think and whom we socialise with, is often heavily influenced by the domain area of our professions. The PhD in Business (General Management) lifted my intellectual and social blinkers. The cross-disciplinary curriculum enabled me to see familiar business problems through a completely new lens, which generated novel and exciting insights.

The small and interactive class setup allowed me to form close friendships with top-notch talent in their respective field of work, as well as to gain access to their unique perspectives on many current business issues.

I would recommend this programme to anyone who is ready to get out of their intellectual and social comfort zone. ”

Programme Structure

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

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

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.

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.



Professor
Shantanu BHATTACHARYA
Academic Director,
Doctor of Business
Administration

“ 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. ”

Graduates

Upon completion of their doctorate training, graduates will 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.



Kevin CHEONG
Participant,
Doctor of Business
Administration

“ The Doctor of Business Administration programme has been invigorating. The faculty members are knowledgeable and insightful, and the exchanges and debates that I have with my fellow coursemates have been 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 can be challenging, especially having 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	Credit Units	Year	Weightage (%)
Foundation Courses	2	1 & 2	35
Core Courses	6		
Elective Courses	4		
Introductory Research Project	1		
Competency Workshops	1		
Dissertation	26	3 & 4	65
Total: 40 Credit 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

	PhD in Business (General Management)	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	
Good GRE or GMAT Results	A good GMAT or GRE score is needed for admission into the programme. We do not have a minimum GMAT/GRE score as each applicant is evaluated on his/her overall credentials. Applicants are encouraged to sit for the SMU Admissions Test if they do not have a GMAT or GRE score.	
Good TOEFL or IELTS Scores	For applicants whose medium of instruction at the Bachelor's/Master's level was not in English.	
Supporting Documents	<ul style="list-style-type: none"> • Copy of Identity Card/Passport • Latest Curriculum Vitae with a recent photograph • Copies of Degree Certificates & Transcripts • 2 Personal Statements • 3 Recommendation/Reference Letters 	
Programme Fees	<ul style="list-style-type: none"> • <u>Application Fee</u>: S\$300 (<i>non-refundable</i>) • <u>Tuition Fee</u>: S\$126,000 (<i>excluding GST</i>) • <u>Tuition Fee Structure</u>: <ul style="list-style-type: none"> • S\$33,477 (before admission) • S\$30,841 (by the middle of Year 1) • S\$30,841 (by the beginning of Year 2) • S\$30,841 (by the middle of Year 2) 	<ul style="list-style-type: none"> • <u>Application Fee</u>: S\$300 (<i>non-refundable</i>) • <u>Tuition Fee</u>: S\$120,000 (<i>excluding GST</i>) • <u>Tuition Fee Structure</u>: <ul style="list-style-type: none"> • S\$45,000 (before admission) • S\$25,000 (by the middle of Year 1) • S\$25,000 (by the beginning of Year 2) • S\$25,000 (by the middle of Year 2)
	The maximum candidature under these fees 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.	

* **SMU scholarships** are available to outstanding candidates who may receive **up to S\$20,000** over the course of the programme.

Application Information

The programmes are full-time with annual intakes in May and December [for the PhD in Business (General Management)], and August and January [for the Doctor of Business Administration]. However, the School's Graduate Research Programmes Office may consider late admissions on a case-by-case basis. The programmes allow participants to **graduate in 4 to 5 years while working**.



PhD in Business (General Management)

Website: <http://smu.sg/phdgm>
Email: phd_gm_lkcsb@smu.edu.sg

Doctor of Business Administration

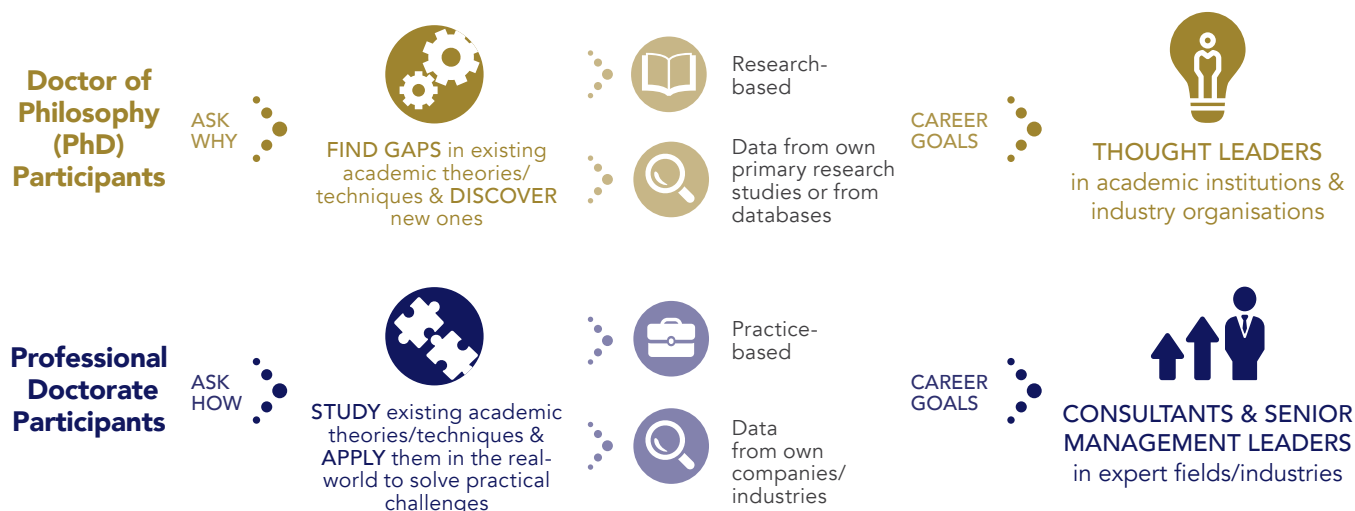
Website: <http://smu.sg/dba>
Email: dba@smu.edu.sg

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 graduates with strong quantitative ability.	Most participants are working professionals with deep professional experience.
Scholarship support and stipends available.	Self-funded programmes. Participants or their organisations cover full tuition fees. No stipends are provided.
Curriculum comprises cohort-based classes over SMU's regular academic terms.	Curriculum will be student-centric with a combination of conventional, modular, project-based and blended learning.
Courses are taught mostly by SMU faculty members in the classical disciplinary areas.	Courses are more practice- & application-oriented, taught by SMU practice-oriented senior professors and SMU-affiliated faculty members.
Research publication targets gaps in top-tier academic literature.	Research publication targets real-world stakeholders, and more applied/practitioner-based literature.
Dissertation committee comprises SMU faculty members who actively publish in top-tier academic disciplinary literature.	Dissertation committee comprises SMU practice-oriented senior professors, SMU-affiliated faculty members and 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 and organisations.	Graduates are trained to bring applied scholarship to professional practice, or for practice- and teaching-oriented university faculty positions.



Office of Postgraduate Research Programmes

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<http://smu.sg/professional-doctorate>



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