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MAASTRICHT SCHOOL OF MANAGEMENT

Doctoral Programs



the globally networked management school

Accreditation

Accreditation is the review of the quality of higher education institutions and programs.

Why is accreditation important?

- It is an effective way to let students and their families know that an institution or program provides a high standard of quality in education. It gives reassurance of the degree's value, now and in the future.
- Students who apply for grants and loans are required to attend an accredited business school, university or program.
- Employers will demand that a business school, university or program is accredited before deciding to provide tuition assistance to current employees, evaluating the credentials of new employees or making a charitable contribution.
- Governments require that a college, university or program is accredited in order to be eligible for federal grants and loans or other funds.



The Maastricht School of Management's Doctoral program has been accredited by the Association of MBAs (AMBA) and the Association of Collegiate Business Education (IACBE).

The Dutch Ministry of Education, Culture and Science endorses the academic standards of the Maastricht School of Management.



Introduction

Increasing global and regional competition puts pressure on individuals and organizations alike to add value through broad and profound know-how. The Maastricht School of Management responds to this need with Doctoral Programs that stress a flexible but in-depth specialization, and an optimal use of time and industry relevance. Each program's main goal is to expose participants to inter-disciplinary management problems in order to develop a global vision and to create an understanding of enterprise-based problems and the delivery of global management expertise.

The Doctoral Programs will make significant contributions to these ends, not only during the studies' time frames, but also for life-long intellectual growth. The Doctoral Programs are driven by the conviction that research leading to the creation and dissemination of knowledge is a central function of a modern management school. This is particularly true in the context of today's unprecedented changes in business and management.

Students' Profile

The Doctor of Business Administration is an advanced research-oriented program that focuses on practical managerial issues within a sound academic framework. Our participants already hold an MBA or an equivalent recognized Master's Degree. Furthermore, our participants hold senior management positions and combine their professional career with a DBA

Program that, as far as the focus of their specific research is concerned, is clearly linked to their current area of expertise. As such, and based on previous experience with alumni, we are convinced that participation in the DBA program is certain to increase your chances of future career success.

The DBA Program, its Roots...

MSM is one of the oldest Business Schools in the Netherlands, and the first to launch a DBA Program. Currently, with more than 200 doctoral candidates from across the globe, the MSM DBA Program is one of the largest DBA Programs in Europe, with ample possibilities for cross-cultural networking and the exchange of knowledge.

Faculty and Reputation

Since the MSM DBA Program originally adopted a pan European-American approach, both teaching and supervising faculty are highly experienced professors who occupy chairs at well-founded and acknowledged universities. The amount of research output of our DBA supervising faculty during the last ten years is presented in the following table:

Type of Publication	TOTAL
Journal Articles	390
Conference Proceedings	420
Other Publications (book chapters etc.)	719

Further MSM's faculty is highly represented in the editorial boards of more than 25 international peer-reviewed journals. In the DBA Program, doctoral candidates are trained to publish articles in international peer-reviewed journals jointly with the supervising faculty and peer students.

Quality Control and Accreditation

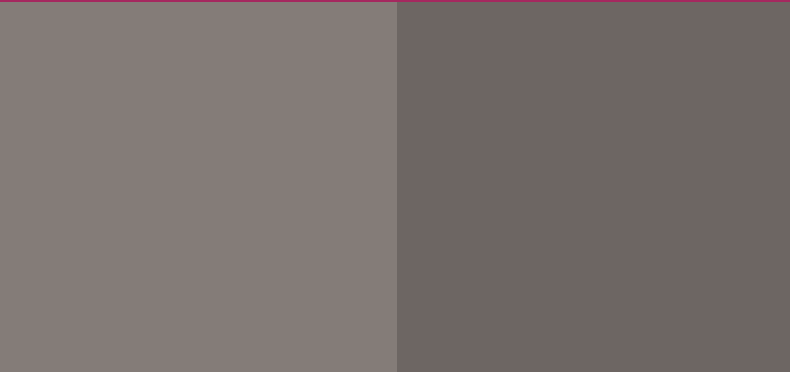
The MSM DBA degree is a recognized academic degree and MSM is one of the very few Business Schools worldwide that already hold AMBA (UK) accreditation for its DBA Program. The rigorous accreditation criteria assessed all aspects (Institution, Faculty & Supervision, Students, Structure & Assessment) that have made the MSM DBA Program the success it is today. Furthermore, the DBA Program is accredited by two US accreditation organizations (IACBE and ACBSP).

The MSM Doctoral Programs are monitored by an external board (The Board of Doctoral Degree Studies) whose members are senior academics of considerable reputation and who all occupy a chair at various Universities in the Netherlands, the US, Germany and Italy.

Doctoral Graduates

The Doctoral Degree represents a mixture of senior business experience with advanced seminar and research work in the field of management. The degree is a valuable asset to any organization.

The mission of the Doctoral Programs is to provide its graduates, who are seeking leadership roles in business or academic organizations, with a multidisciplinary grounding in business administration. Through the development of a profound research capability, they are provided with a life-long advantage in management practice. The curriculum is adapted for business executives with full-time job responsibilities, who want to study part-time. The program allows them to undertake their studies at a pace that fits with their substantial responsibilities. Meanwhile full-time participants work from their shared offices at the campus, well equipped with computers and supported by the Information Center. Both the DBA and PhD Degree are characterized by depth through dissertation research as well as breadth through comprehensive assessments in the various business functions. All Doctoral Students fulfill the requirements of the curriculum of the first year's course work, which will lead to the MPhil Degree.



State-of-the-Art

Program Structure

DBA

The DBA Degree permits participants to master concepts and research skills directly relevant to management. A prominent distinctive feature of the DBA research is that it tends towards an applied-research orientation and, as such, it draws more on practical business administration issues and the problems of industry. The DBA stresses interdisciplinary understanding and application of the knowledge, which is most relevant for managing in a global perspective.

PhD

The PhD Program is conducted as an MSM–University joint Doctoral Program. Among the collaborating partners are Dutch Universities, including the Open University of the Netherlands as well as the Universities of Twente, Wageningen, and Maastricht. The PhD Degree is conferred in recognition of high attachment of learning, by the respective university. Research in this case is more theoretical and recognized as different in purpose. Professors of the Maastricht School of Management and the cooperating university jointly supervise participants.

Distinctive Competencies of the Maastricht School of Management Doctoral Programs

- Outstanding reputation in management education
- Modular delivery to accommodate both full-time and part-time participants
- State-of-the-art curriculum
- Culturally diverse environment
- Dedicated international faculty and staff
- Globally networked knowledge community

Design

The curriculum has been developed on the assumption that each participant's needs are different. To meet individual goals, a flexible program is offered through a high level of faculty and participant interaction.

The program objectives are threefold:

- 1) To study the foundations of business administration as a functionally integrated field of knowledge;
- 2) To focus Doctoral Students at an early stage on their research opportunities and responsibilities;
- 3) To solve managerial dilemmas through research.

Doctoral Coursework and the MPhil Degree

The core part of the Doctoral Program begins with coursework and literature review seminars in two common research areas:

- Research Methods I
- Research Methods II
- Quantitative Methods I
- Quantitative Methods II
- Academic Writing in English

The 'Academic Writing in English' module is delivered through an on-line learning system where the student practices and increases his or her writing skills throughout the first year. The other four modules consist of 60 contact hours, delivered in 10 consecutive days (including weekends). Class sessions are concluded with an assessment, mostly in the form of a take-home assignment. A large part of the literature review in support of the field of research, is done through individual reading under the guidance and supervision of the appointed advisor. It is from this field of research that the participant draws the research proposal, which is presented and defended in a seminar after the coursework has been successfully completed. The research proposal seminar is the final step towards the MPhil Degree award. This is also the moment for the research committee to decide on the student's capabilities for further studies within the Doctoral Program.



Field Research, Data Analysis, Dissertation write-up and Defense

After the participant has been given permission to proceed with the field research as well as the preparation of the dissertation for the final defense, that process is carefully supported and monitored by a (the) supervisor(s). During this period the participant gathers and analyses all the data and information from relevant sources, be it interviews, literature, surveys, or company-specific information, etcetera. The outcome of the dissertation research is a book length manuscript (ideally consisting of a combination of international scientific journal publications), representing an original contribution to one of the numerous facets in the broad fields of management. Originality is demonstrated through the discovery of new facets, the discovery of a new conceptual framework, or the creative application of existing analytical concepts and tools to address contemporary issues in industry. Such a contribution should ensure that the dissertation can withstand the independent critical scrutiny of experts in that field. The participant is therefore required to defend the dissertation in front of a dissertation defense (examination) committee, consisting of both faculty as well as external experts in the field of research.

The program includes:

- Doctoral Coursework and Development of Research Proposal (1st year)
- Field Research and Data Analysis (2nd year)
- Field Research and Data analysis (3rd year)
- Dissertation Write-up and Defense (4th year)

Duration and Timing

Participation in the Doctoral Coursework can start two times per year with 'Quantitative Methods I' or 'Research Methods I.' It normally takes four years to complete the full program, depending on how efficiently and successfully the participant works on the assignments, the research, and the dissertation, and on whether the participant is attending the program full-time or part-time. The MPhil phase, however, should be completed within two years after the start of the program. The duration of the full program can be extended to a maximum of six years.

1 th year	2 th year	3 th year	4 th year
Research Method I			
Research Method II			
Quantitative Method I	Field Research & Data Analysis		Thesis Writing & Final Defence
Quantitative Method II			
Academic Writing in English			
Research Proposal Writing and Defence (MPhil)			

Globally networked



“Maastricht School of Management has good collaborative links with a number of renowned Dutch universities. So, choosing the doctoral program means that there is a wide opportunity to directly interact with several professors of those universities, even after the first year of coursework, and finally start working with the most suitable guide for the dissertation. That was the reason. I chose the doctoral program at the Maastricht School of Management.”

The facilities in the information center, which has worldwide information links through the net were some of the great things I enjoyed during my study period in the Netherlands.

After I earned the PhD degree, my career prospect virtually got an overnight boost. Immediately after completing the study, I was offered a number of jobs – a few offers came even without any interview. Currently, I’m working as a “Senior Analyst” in research organization entitled “Budget Analysis Rajasthan Centre” in India.”

Subrata Dutta – India

PhD – 2004 (in cooperation with Wageningen University)

Admission Requirements and Procedure

The main prerequisite for admission to the Doctoral Program is a sound academic background. Applicants must hold at least a Masters degree or its academic equivalent from a recognized university.

Proficiency in English is absolutely essential to complete the Doctoral Program. Applicants whose previous education has been in a language other than English must submit evidence of proficiency in the English language. A score of at least 600 on the paper based TOEFL (Test of English as a Foreign Language) or 250 on the computer-based TOEFL or an equivalent score on an approved alternative test is required.

As a paradigm of the scope of the research a preliminary research proposal must be submitted together with the application form. The modules of the Doctoral Program will take place every three months. Applications should be submitted at least three months before the start of the next module. Selection takes place on an individual basis, based on the participant's prior academic performance, the fit of the preliminary research proposal with the School's research programs, and the overall achievements and goals of the applicant.

The latest admission requirements and financial details are available on our website www.msm.nl.

The Maastricht School of Management reserves the right to change the name of a course or program due to evolving market trends.



Multidisciplinary



www.msm.nl



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