UBI BUSINESS SCHOOL

UBI Business School

Doctor of Business Administration

Transform your experience into impactful knowledge. Designed for senior professionals, executives, consultants and academics who want to shape business practice, influence organisations, and earn a globally recognised British doctorate.

In partnership with

Middlesex University London

ACADEMIC EXCELLENCE CERTIFIED BY QS RANKINGS

UBI Business School has a long-standing commitment to academic excellence and high-quality education, certified by an independent third party – QS (Quacquarelli Symonds). QS has awarded UBI a 5-Star Overall Rating (Excellent), along with additional 5-Star ratings in the categories of Employability, Teaching, and Online Learning. Furthermore, some of our degrees are recognised among the world's best in various categories.

Joint-EMBA (QS Ranking)

#19	#1	#2	#1
worldwide	in Belgium	in Career Outcomes	in Diversity

Master in Business Analytics (QS Ranking)

#10

Value for Money

Why UBI Business School?

ABOUT

UBI Business School is an internationally focused institution with campuses and learning communities across Europe and Asia, combining academic rigour, practical relevance, innovation and responsible leadership.

Its mission is to empower global talents and bridge distances through accessible, person-centred British education that creates value responsibly. Through HyFlex delivery, strong corporate links and programmes shaped by evolving business needs, UBI connects diverse students and faculty in one international classroom. Its Executive MBA has achieved #1 QS rankings for career outcomes, reflecting outstanding employability, progression and graduate impact worldwide.

OUR DIFFERENTIATORS

- **British Degrees in the EU and Online**
- **HyFlex Delivery Model**
- **Innovative Programmes following Market Demands**
- **Culture of Lifelong Learning**
- **AI Enhanced Learning**
- **Partnerships and Cooperations**
- **Personalised Learning Journey**

LOCATIONS

Brussels

Luxembourg

Madrid

Shanghai

Online/HyFlex

“ A doctorate should carry you from practice to thought leadership. We built ours for that journey. It brings together eight leading schools across Europe, Latin America and Asia, and it pairs every candidate with two mentors — one academic and one practitioner. The research stays rooted in the real challenges of your organisation. Wherever you lead from, the UBI DBA connects your work to a global community of scholars and executives.“

PROF GASTON FORNES

Principal Fellow, Higher Education Academy, Dean of UBI Business School

Doctor of Business Administration (DBA)

In today’s knowledge-driven economy, organisations need visionary leaders with doctoral-level expertise more than ever. UBI Business School’s Doctor of Business Administration, delivered with Middlesex University London, gives seasoned professionals a globally respected credential that combines academic rigour with real-world business leadership.

Backed by 25+ years of doctoral education and over 700 graduates across China, UBI’s DBA sets the benchmark in the field. Thanks to the EOCCS-certified HyFlex model, the programme is now open worldwide — enabling participants to earn a top-level doctorate without pausing their careers.

INTAKE	DURATION	CLASS SCHEDULE	LANGUAGE	LOCATION	TUITION FEE
Feb / Sep / Nov	3 years, part-time	Fri & Sat on selected weekends	English / Mandarin / Spanish	Brussels / Shanghai / Online	On enquiry — contact admissions

Degree upon completion:

Doctor of Business Administration (DBA)

In partnership with

Middlesex University London

Our DBA programme is developed in partnership with Middlesex University London, an institution with a distinguished heritage of excellence and innovation. With the completion of the DBA programme, graduates will obtain a British degree issued by Middlesex University London (UK).

WHY CHOOSE THIS DBA?

Built for Ambitious Professionals & Academics Alike

Our DBA is purpose-built for experienced leaders, scholars, and adjunct professors who want to deepen their impact. Through academically rigorous research grounded in practical business realities, participants learn to generate insight that moves organisations forward — positioning graduates as thought leaders ready to reshape institutions, redefine strategy, and inspire the future of business.

1

World-Class Faculty and DBA Mentors

A network of established academics and researchers across Asia, Europe and South America, giving candidates a genuinely global lens on rigorous research practice.

2

Applied Research Journey

A three-stage framework that builds the skills, knowledge systems and confidence required to complete a doctoral thesis with distinction.

3

Dynamic Thinking and Peer Exchange

Small-group interaction designed to challenge existing explicit knowledge and shape new interpretations relevant to today's business context.

4

Industrial Visits and Exchanges

Opportunities to visit peers' organisations first-hand, exchanging best practice and strengthening a lifelong professional network.

DBA or PhD?

Two Doctorates, One Level of Achievement

Both the DBA and the PhD are Level 8 qualifications* — the highest level of academic achievement, recognised by governments worldwide and equally suited to advancing a professional career to the next level. What sets them apart is purpose, not prestige.

	DOCTOR OF BUSINESS ADMINISTRATION (DBA)	PHD
Core purpose	Generates new knowledge that solves a real-world business problem	Generates new knowledge through fundamental, "blue-sky" research
Academic level	Level 8* — the highest level of academic qualification	Level 8* — the highest level of academic qualification
Typical candidate	Senior professional with 7–10+ years of experience in industry or academia	Usually, early-career researcher building an academic career path
Orientation	Applied and managerial — new knowledge and skills developed to enhance practice	Theoretical and exploratory — knowledge for the discipline
Final output	80,000-word dissertation, or a professional artefact with critical commentary, or three journal publications	80,000-word dissertation reporting an original theoretical contribution, or publications
Recognition	Recognised by governments, education agencies, and accreditation bodies. Qualifies holders to work in academia. Sought by knowledge-intensive companies.	Recognised by governments, education agencies, and accreditation bodies. Qualifies holders to work in academia, mainly to develop a career in research.

** Level 8 according to the European Qualifications Framework (EQF).*

Three Stages, One Doctoral Journey

3 Stages | 3 Years | 2 Mentors | 3 Completion Routes

STAGE 1

PREPARING FOR THE DBA (YEAR 1, 12 MONTHS)

Building Foundations for Thought Leadership

The journey begins with a deep dive into each participant's professional experience, encouraging critical reflection and setting the foundations in management and applied research. This formative phase bridges conceptual understanding with real-world application, ensuring candidates are ready to anchor their projects in practical relevance. It culminates in an advanced practitioner review and a reflective synthesis of each candidate's chosen field.

Four taught modules and an advanced practitioner review:

- Fundamentals of Strategy and Management
- Applied Research in Management Practice
- Quantitative Applied Research
- Qualitative Applied Research
- Advanced Practitioner Review and Reflection

STAGE 2

DESIGNING THE DBA PROJECT (YEAR 2)

From Vision to Design. Guided by their academic and industry mentors, students shape a comprehensive project proposal that aligns intellectual curiosity with practical relevance, supported by optional specialised modules. The stage culminates in a 10,000-word proposal — a critical milestone in the doctoral journey.

↓ *From Stage 2 to Stage 3, participants transition from DBA student to DBA Candidate.*

STAGE 3

DBA DEVELOPMENT (YEAR 3)

Insight Becomes Impact. Candidates bring their research to life through a substantial doctoral project: an 80,000-word dissertation, a professional artefact with critical commentary, a portfolio of publications, or another approved research output aligned with programme objectives — culminating in a *Viva Voce* examination before a panel of international experts.

Doctoral Capabilities You Will Develop

With completion of the DBA, graduates will be able to add value to the industry and society from day one. Students in this programme will focus on developing the following skills and competencies:

- Lead at the frontier of business practice **by transforming complex organisational challenges into original research** that delivers measurable strategic impact.
- Demonstrate the **authority, autonomy, and intellectual leadership** required to influence policy, shape organisational practice, and advance management thinking.
- **Integrate and synthesise insights from strategy, leadership, technology and innovation** to address critical business challenges in rapidly changing global environments.
- Apply **advanced research expertise** to design, execute, and defend independent doctoral-level investigations that generate actionable evidence and new professional knowledge.

WHAT OUR STUDENTS SAY

"From the very beginning, we have been encouraged not only to develop new knowledge and competencies, but also to apply them directly to our own professional projects.

CAMILO PÉREZ-RESTREPO
Director of Global Management at Universidad EAFIT, Colombia | UBI DBA student

SUPPORT AT DOCTORAL LEVEL

Mentorship from the Best of Academia & Professional Practice

Each DBA candidate benefits from personalised guidance by two seasoned mentors — one rooted in academia, the other in industry. This dual-mentorship model combines the analytical depth of scholarly research with the strategic insight of executive leadership, giving candidates a rich, multidimensional learning experience.

Together, these experts empower candidates to conduct genuinely impactful work and translate it into meaningful organisational outcomes — the defining hallmark of a UBI doctorate.

Candidates choose from a pool of 60 to 80 possible mentors. During the first year, they have the opportunity to engage with several potential mentors until the strongest match, in both expertise and working style, is found.

MENTORSHIP AT A GLANCE

Mentors	Diverse and international
Model	One academic and one industry mentor
Matching	Explored through 121 conversations and alignment of interests
Purpose	Bridge research rigour with practice

A SAMPLE OF OUR MENTORS

José Ernesto Amorós

Professor and Associate Dean of Faculty and Research, EGADE Business School, Tecnológico de Monterrey

Isabel Soriano

Former President of International, Wolverine Worldwide

André Santana

Research Lecturer in Data Analytics and AI, Porto Business School, Universidade do Porto

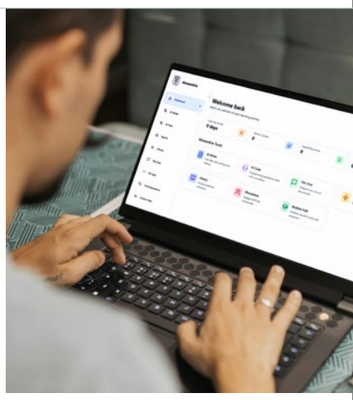
Full mentor biographies to be supplied by the Programme Office.

Discover our Proprietary Methodology

At UBI Business School, programmes are delivered through a proprietary, award-winning methodology anchored in three core principles.

1 AI ENHANCED LEARNING RESPONDING TO MARKET DEMANDS

Our proprietary platform Alexandr.ia drives rigorous, data-informed learning co-developed with Publicis Media — recognised with the Highly Commended Award at the AMBA & BGA Excellence Awards 2026. GenAI use drives mistakes and skills atrophy — UBI's answer is Human AI First. We teach students how GenAI works, where its limits are, and how to apply it professionally and responsibly to real business problems.



2 HYFLEX RIGOROUS, FLEXIBLE, STUDENT-CENTRED

UBI's HyFlex methodology blends five-star asynchronous learning with live synchronous sessions and continuous faculty feedback, ensuring a progressive transfer of knowledge and skills. Students can study online or on campus, enjoying a flexible, borderless experience that mirrors real hybrid workplaces.

EOCCS-certified and one of only 16 institutions worldwide holding this standard, UBI was also Highly Commended at AMBA/BGA 2026 and holds the highest QS five-star rating in Online Learning.

EOCCS CERTIFIED

3 A PERSONALISED MODEL WHERE NO ONE IS LEFT BEHIND

At UBI Business School, support is continuous and tailored throughout the entire academic journey. Small cohorts capped at 35 students, dedicated mentors, structured onboarding and continuous formative feedback ensure that every student — whether online or on campus — progresses with clarity, momentum and individualised support from day one to graduation.

A Consortium of Top Business Schools

The DBA is delivered through a consortium of some of the most prestigious academic institutions in Latin America, Asia and Europe — an initiative that represents both a profound honour and a great responsibility. Working alongside these institutions, together with our own campuses in Brussels and Shanghai, we strengthen the academic ecosystem and foster a community of researchers and professionals with a global vision and regional commitment. Beyond the classroom, candidates can opt to research at UBI's Brussels campus, with further optional international study visits to academic and business hubs including London, Shanghai and Singapore.

OUR CONSORTIUM OF 8 LEADING INSTITUTIONS

EGADE Business School, Tecnológico de Monterrey	Porto Business School	Universidad EAFIT
Universidad del Desarrollo	Universidad de Piura	Universidad Nebrija
Shanghai International Studies University	UBI Business School	

Our Deans, Together

From left to right: María Altamira (Dean, Postgraduate Programmes, UBI) · Horacio Arredondo (Dean, EGADE) · Jia Jin (Associate Dean, SISU) · Gaston Fornes (Dean, UBI) · Margarita Núñez Canal (Academic Director, Nebrija) · Matías Lira A. (Dean, UDD) · José Esteves (Dean, PBS) · Gerardo Mochales (Dean, NBTS)

Become a UBI member today

ADMISSION PROCESS

1. Online application (free)
2. Attend a 1-hour online interview with the Programme Director if selected
3. Admission offer within 15 days of the interview

Applications close on 21 September for the September intake and on 30 October for the November intake. Applicants who require a visa and plan to study on campus should apply by 30 May.

DEGREE REQUIREMENTS

- ☑ A Bachelor's degree or equivalent qualification
- ☑ A minimum of 7 years of professional experience, ideally 10, with at least 5 years in a senior position in industry and/or academia
- ☑ A genuine sense of purpose: the most important factor in your application is a clear understanding of why you are pursuing a DBA and where it will take your career next

UBI SCHOLARSHIPS – SUPPORTING YOUR ACADEMIC JOURNEY

UBI offers a range of scholarships and tuition incentives to recognise academic excellence, promote inclusion, and support access to international education. All scholarships are subject to admission, formal requirements, and committee approval. Full details are available at ubi.edu. Key scholarships include:

- Merit Based
- Global Inclusion
- Refugee Status
- Family-based
- Special Group
- Corporate Scholarships

INSTITUTIONAL RECOGNITION

EFMD

UBI is a full member of EFMD, a globally recognised accreditation body with a network of 30,000 management professionals, dedicated to excellence in management education.

BGA

UBI is a proud member of the Business Graduates Association, an international quality-assurance body dedicated to excellence in business education.

PRME

UBI supports the Principles for Responsible Management Education as a signatory member, embedding sustainability and responsible leadership across our curricula.

UBI
BUSINESS
SCHOOL

Apply now or scan the QR code to learn more

ubi.edu