



DBA | DOCTORATE IN BUSINESS ADMINISTRATION

Lead with insight. Transform with impact.
For leaders who think beyond practice.



2026-2027



Dr. Olivier KOVARSKI
Director of the DBA and International Programs EM
Normandie

Dr. Olivier Kovarski holds degrees from HEC Paris, Université Paris-Dauphine, and a Doctorate in Business Administration from Jean Moulin Lyon III university, blending academic excellence with business experience at Sony and Digital Equipment.

He began his academic journey at HEC and joined EM Normandie in 1998. Currently, he leads the Doctorate in Business Administration and International Programs, shaping executive education at the school. His expertise includes consumer behavior, brand strategy, and buzz marketing. As a researcher, he focuses on how events drive lasting word-of-mouth. Olivier ensures the Doctorate in Business Administration remains academically rigorous and business-relevant, bridging theory and real-world impact.



During the four years of the International DBA program at EM Normandy Business School, the dual empowerment of theory and practice allowed me to break through the boundaries of management. The systematic research training reshaped my strategic thinking, while the cross-cultural courses built a global perspective. The process of refining business strategy into industry models confirmed the truth that "management is science, and practice is verification." This period of study not only enabled the company to achieve an average annual compound growth of 18% but also endowed me with the ability to feed business innovation with academic depth. I highly recommend this program to business leaders who pursue the integration of knowledge and action.

Liu Huiying, Cohort 2020 DBA Beijing
Chairman, Hengyuanxingyin (Ningxia) Technology Development Co., Ltd.



In October 2019, I joined the DBA program at EM Normandie Business School and graduated in October 2022 after defending my thesis. At the time, I led the Shanghai branch of China Energy Media Group, managing a 22-member team across five provinces, with annual revenues of around 22 million yuan. The pandemic affected business from 2020 to 2022, with income dropping to about 20 million yuan. In 2023, we diversified into documentary production, copywriting, and mental health services, launching the "Energy Power Workers' Mental Health Research Institute." This innovation added over 6 million yuan in revenue, raising our total to 28 million. EM Normandie played a key role in this journey, equipping me with cutting-edge management knowledge and new ways of thinking. I'm grateful to my supervisor and reviewers, whose guidance—despite remote communication—was invaluable. Their rigorous approach taught me scientific, practical methods that have deeply influenced me. Thanks to them, my theoretical and management skills have grown significantly.

This experience has strengthened my confidence in my future leadership career.

Zhang Laijin, graduated from the Department of Chinese Language and Literature of Nanjing University

ACCREDITATIONS



COMMISSION FOR ACADEMIC ACCREDITATION

CAA is the UAE Federal Government Quality Assurance Agency for Higher Education. Working collaboratively with relevant international and local authorities in the Emirates, the CAA has a key leadership role in securing and developing the quality of higher education in the UAE.



TRIPLE CROWN

EM Normandie holds the triple accreditation from EQUIS, AACSB, and AMBA – a distinction earned by less than 1% of Business Schools worldwide, and only 19 in France. This achievement reflects the School's commitment to excellence, as these accreditations demand the highest international standards. It also strengthens EM Normandie's position among the global elite of Business Schools.

LABELS AND CERTIFICATIONS



EM Normandie is a member of the Conférence des Grandes Ecoles, an association of just 38 French Business Schools accredited to award a state-recognized Master's degree – out of nearly 400 Business and Management Schools across France.



QUALITY LABELS

EM Normandie actively demonstrates its commitment to disability and social inclusion through awareness programmes, as well as using diversity-positive recruitment channels. Additionally, gender equality is a key lever in School life and research.



Since 2010, EM Normandie has been part of the Union of Independent Grandes Ecoles (UGEI), a selective network of 38 Engineering, Business, and Design schools authorised to grant the state-recognized Master's degree.



EM Normandie has been awarded the Sépa & Act label, which reflects student satisfaction across various areas, including facilities, academic education, business connections, student life, environmental sustainability, and confidence in the future. Additionally, the School holds the "Bienvenue en France" label with the highest three-star rating, ensuring the quality of its hospitality towards international students.



EM Normandie holds the EESPIG label (Etablissement d'Enseignement Supérieur Privé d'Intérêt Général), granted by the French Ministry of Higher Education and Research. This designation recognises the School's public service mission in higher education and research, despite its private status.



EM Normandie holds the BSIS (Business School Impact System) label, awarded by the FNEGE and ETMD. This label assesses the school's tangible, sustainable, and responsible impact across seven key dimensions, recognising its strong contribution to the local ecosystem.



The Latin American Council of Management Schools (CLADCA) is one of the most prestigious international organisations in the field. It brings together top-tier higher education institutions and leading global organisations dedicated to advancing teaching and research in management sciences.



The Association of African Business Schools (AABS) unites leading Business Schools across the African continent. Its primary mission is to foster academic and professional excellence in management education. Through this network, AABS promotes the exchange of innovative ideas, best practices, and collaborative initiatives to better equip students for the evolving challenges of the global market.



To find out more about accreditations and labels, visit the website.

DBA PROGRAMME

Taught in English, the Doctorate in Business Administration programme at the EM Normandie Business School is designed to help senior executives as they encounter unprecedented business challenges. Trained in using the most advanced research tools, students build rigorous methodology and develop both theoretical and practical expertise in their field of research. As a key differentiating advantage for the job market, Doctorate in Business Administration students will learn to critically assess and strategically execute decisions, actions and projects in the professional world. Its flexible approach suits professionals in their day-to-day life and offers an excellent work-study-life balance.

Objectives of the programme:

- Develop advanced management expertise and skills to effectively tackle complex organisational challenges and changes.
- Formulate relevant and innovative strategic, operational, and decisional recommendations – as well as engage social and environmental responsibilities in order to drive meaningful impact across your field, sector or organisation.
- Learn to source, collect and analyse up-to-date and reliable information on current topics that are shaping the business world.
- Transform executive expertise into shareable knowledge.
- Integrate social or environmental responsibilities into managerial recommendations.

A strong expertise in many fields:

- Supply Chain Management
- Artificial Intelligence
- Entrepreneurship
- Circular Economy
- FinTech
- Innovation
- Digital Transformation
- Family Business
- Global Leadership
- Change Management
- M&A and Intercultural Issues

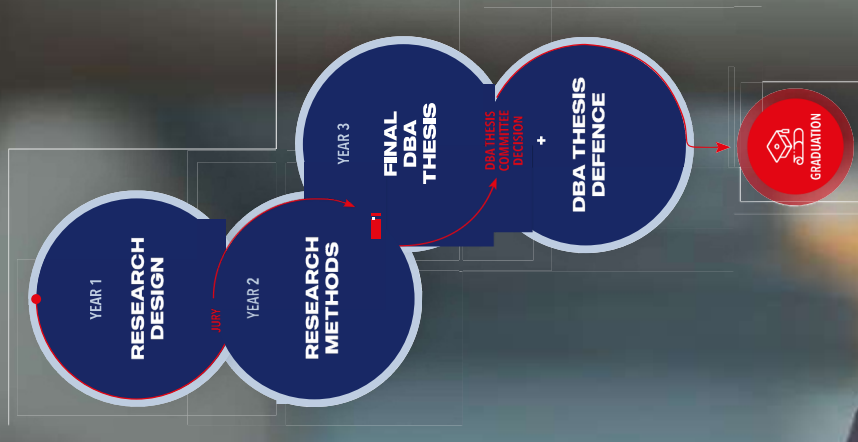
+130 full time faculty, 60% of whom are international, including the top 2% of researchers in the world according to Stanford and Clarivate.

5 research Chairs:

EM Normandie Business School is engaged in several key research areas, including Skills, Employability, and HR Decision-Making, Digitalization and Innovation in Organizations and Territories, the European Excellence Chair in Circular Economy and Territories, Entrepreneurial Models in Agriculture, and the Center for Studies and Research on Local Retail and Artisanal Businesses. These focus areas reflect the school's commitment to addressing contemporary economic, social, and environmental challenges through applied research and innovation.

+300 peer-reviewed articles accepted yearly in top-ranked journals such as Journal of Management Studies, Journal of World Business, Journal of Business Ethics, and regular contributors to practice-based journals, including Harvard Business Review.

MILESTONES OF THE PROGRAMME



8 Seminars

Available On-Campus & Remotely. 4 seminars in the 1st year and 4 seminars in the 2nd year. Offering insights into research methods and expertise modules on diverse current management issues delivered by lecturers and researchers in various fields.

Course work session integrated with research workshops

To allow participants to grasp the tenets of research design and methods followed by presentations of progress of research proposals. Providing opportunities in these sessions to improve by challenging each other.

A FLEXIBLE PATH WITH GUIDANCE AT EVERY STEP

10 Research Meetings

Engage with cutting-edge thinking with renowned scholars and industry experts to debate on current topics in management.

JOIN OUR ALUMNI



Founded in 1875, the EM Normandie Alumni Association is the second-oldest alumni network in France. It has 28,000 members in over 100 countries worldwide! With its rich history and focus on the future, it seeks to unite students and graduates by organising get togethers, supporting its members throughout their professional journey and reinforcing the School's strategy by helping to showcase the excellence of its courses.

A NETWORK OPEN TO LIFELONG LEARNERS

One of the key features - and strengths! - of EM Normandie Alumni is that learners can access its services right from the start and benefit from the lifetime membership it offers. This approach reflects the School's philosophy: a dynamic, active, enduring, and socially committed community that sparks ideas and fosters meaningful connections and innovation to provide ever-stronger support to its members!

THINK ALUMNI!

Want to meet with graduates? Need more information about a company? The association organises around 50 events in France and abroad every year - Gala evenings, Open Talks, Business Drinks, Careers Workshops and more - and gives you access to an online directory that makes networking easier. And that is only a glimpse of what is on offer...

A BOOST FOR AN INTERNATIONAL CAREER

In order to boost the international employability of its alumni, the EM Normandie Alumni Association created the International Alumni Club in 2023. Bringing together the alumni managers of partner universities, it enables them to share best practices, innovate and create new synergies. An additional advantage for your mobility!



Check out our website to find out about all of our networking opportunities.

The programme is aimed at:

- Senior Executives and Business Leaders looking to enhance their strategic thinking and address complex organizational challenges.
- Entrepreneurs aspiring to innovate and transform their business models with advanced insight.
- Consultants and Industry Experts seeking to develop research-based solutions to meet client needs.
- Professionals transitioning to academia preparing for a career in teaching and research.

Pre-Requisites

The programme is open to applicants holding:

- A Master's degree in the area of Business or Management or related areas.
- For DBA program taught in English, the applicant achieved the minimum required score of proficiency test in English - a minimum IELTS score of 6.0 or equivalent. Exemptions may apply on a case basis based on evaluation by the academic team.

How to apply?

Submit your application on the website

<https://em-normandie.ae/doctorates/doctorate-business-administration/>

- Document checklist
 - 1- Official university transcripts and graduation certificates attested by the appropriate authorities.
 - 2- A valid certificate of proficiency test in English (if required based on academic assessment).
 - 3- Copy of a valid passport and identity card.
 - 4- Emirates ID (for UAE nationals and residents)
 - 5- CV and experience certificate
 - 6- Short abstract of research project- 250 words
- As part of entry requirements, an initial selection of application is made followed by a motivation interview before the Admission Committee to determine the suitability of the research project to the research strategy of EM Normandie Business School.
- Overall tuition fees: AED 300,000

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DBA

FIND OUT MORE+
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EM

NORMANDIE
BUSINESS SCHOOL

A non-profit organisation (law of 1901) under private law, EM Normandie Business School was created by the Chambers of Commerce and Industry (CCI) of Seine Estuaire and Caen Normandie • Member of the Conférence des Grandes Écoles (CGE) and the Conférences des Directeurs des Écoles Françaises de Management (CDEFM) • EQUIS Accredited • AACSB Accredited • AMBA Accredited • BSIS Label • Classed as a private higher education institution with a public interest (EESPIG) by the French Ministry of Higher Education and Research • Active member of the Union des Grandes Écoles Indépendantes (UGEI) • Member of the Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (FNEGE) • Qualiopi certification for the following categories of actions: training actions, apprenticeship training actions • Member of the Association of African Business Schools (AABS) • Member of the Chartered Association of Business Schools (CABS) • Certification of the Chartered Management Institute (CMI) • Member of the European Foundation for Management Development (EFMD) • Member of the Association to Advance Collegiate Schools of Business (AACSB) • Member of CLADEA • Bienvenue en France Label • Speak and Act Label • DD&RS Label • EM Normandie supports sustainable development.

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Papier recyclé



NORMANDIE