



Microsoft 365  
Copilot

powered by  
**upGrad**

# DB-AI: Accelerated Doctoral Research with Copilot

Master the Future of Research with  
Microsoft 365 Copilot

Scientific  
Research

Vector Background

Up to  
**4.2x**

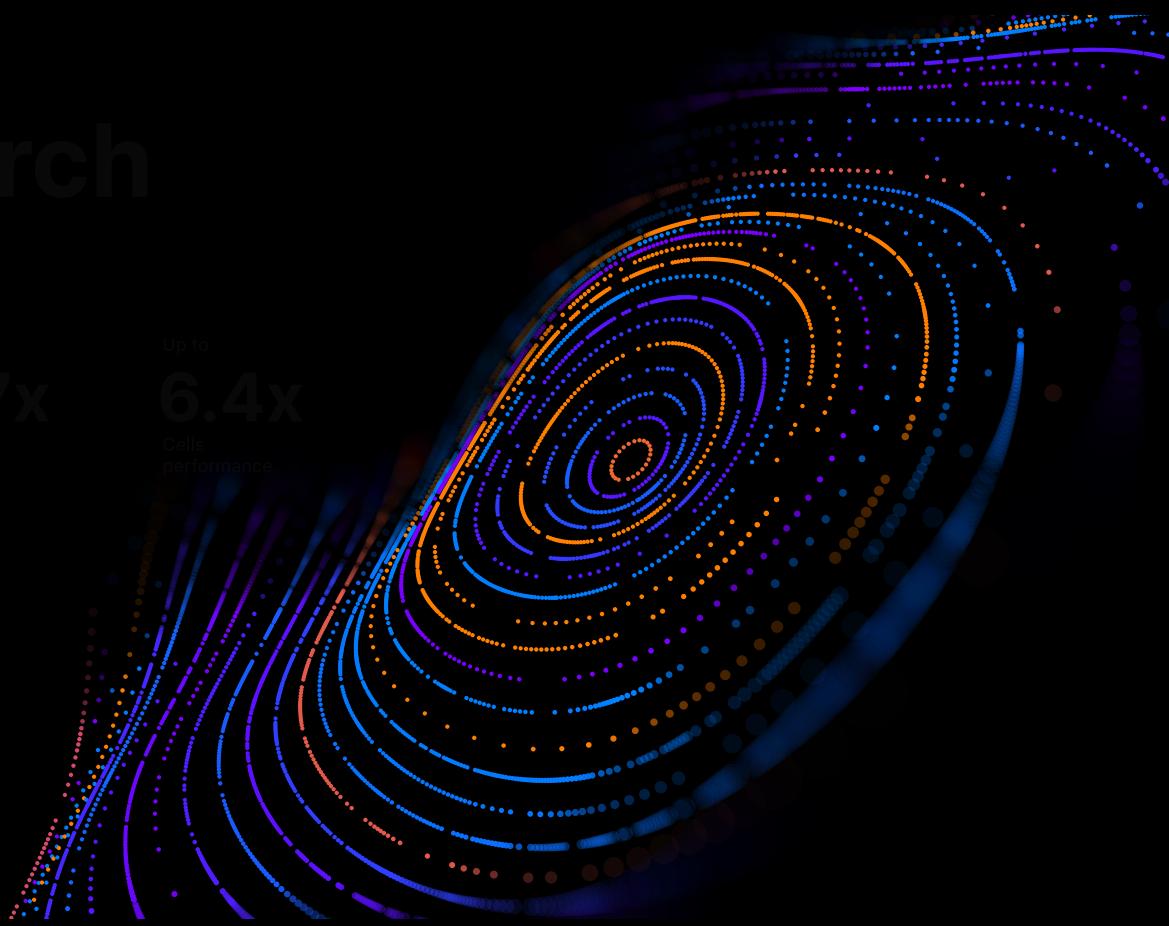
Faster  
blood cells

Up to  
**1.7x**

More  
Oxygen

Up to  
**6.4x**

Cells  
performance



# Unlock the power of AI for your Research

A Comprehensive Program Designed to Transform  
Your Doctoral Research Journey

## Programme Description

- This program is designed for doctoral candidates and professionals looking to enhance their research process and productivity using ethical AI tools like Microsoft Copilot while maintaining academic integrity and leveraging advanced AI-driven techniques.
- Here are some ways AI and Microsoft 365 Copilot can boost your Doctoral Research



### Accelerate Your Research

Reduce time on literature reviews, data analysis, writing, and formatting.



### Enhance Research Quality

Refine your research question, strengthen arguments, and produce compelling results.



### Advance Data Exploration and Presentation

Refine your thesis and prepare compelling presentations.



### Master Microsoft 365 Copilot

Leverage Word, Excel, PowerPoint, OneDrive, and Outlook.



### Ethical AI Integration

Develop a strong ethical framework for responsible AI use.



### Future-Proof Your Skills

Acquire in-demand AI-assisted research capabilities.

# Master the Microsoft 365 Tool Suite

Hands-On Experience with Leading AI and Productivity Apps



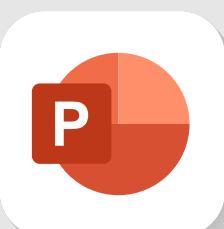
## Word

Advanced writing, summarising, and formatting with Copilot



## Excel

Data cleaning, analysis, and visualisations



## PowerPoint

Creating engaging, AI-supported presentations



## OneDrive

Seamless file organisation and collaboration



## Outlook

Time management, email drafting, and scheduling

# Program Curriculum: A Deep Dive into Accelerated Doctoral Research

6 Live Sessions to Master Every Stage of Your Doctoral Research

Session 1

## Session 1:

### Copilot Launchpad – Introduction to AI-Powered Research

**Learning Objective:** Familiarise learners with Copilot's core functionalities, understand its practical relevance in a DBA research context and establish a framework for ethical AI use.

#### ► **Welcome & Program Overview:**

- Introduction to the overarching goals of the program.
- Overview of Copilot's capabilities and how it is revolutionising academic research.

#### ► **The Evolving Landscape of Academic Research:**

- Role of AI in modern research: balancing productivity with ethical concerns.
- Key considerations for integrating AI assistance with critical thinking and originality.

#### ► **Generative AI Foundations:**

- Fundamental concepts of Large Language Models (LLMs).
- How Copilot integrates with Word, Excel, PowerPoint, and OneDrive to support doctoral-level research.

#### ► **Ethical Considerations in AI-Assisted Research:**

- Understanding plagiarism, authorship, and the need for originality.
- Data privacy, confidentiality, and security in Microsoft 365.
- Ensuring transparency and proper attribution for AI-generated content.

#### ► **Copilot Pro Setup & Configuration:**

- A step-by-step guide to activating Copilot Pro.
- Best-practice settings specific to DBA research tasks:
  - **Word:** Drafting research proposals, literature reviews, and dissertation chapters.
  - **Excel:** Data analysis and management for research.
  - **PowerPoint:** Structuring research presentations.
- Quick orientation to Copilot Chat for brainstorming and instant AI assistance.

#### ► **Q&A and Expectations:**

- Address participant questions and clarify program objectives.
- Drafting personal ethical guidelines: learners create an "AI Usage Charter."

Session 2

## Session 2:

### Finding Your Focus – AI-Assisted Research Topic Selection and Refinement

**Learning Objective:** Equip learners with the skills and AI tools to identify, explore, and refine potential research topics for their DBA thesis.

#### ► **The Importance of a Strong Research Topic:**

- Discuss the characteristics of a good DBA research topic (relevance, feasibility, originality, impact). Emphasise the long-term implications of topic selection for the entire doctoral journey.

#### ► **Identifying Potential Research Areas with Copilot Chat:**

Brainstorming Broad Interests: Use Copilot Chat to explore potential research areas based on your background, interests, and industry trends.

Exploring Industry Trends: Leverage Copilot Chat to identify emerging trends, challenges, and opportunities in specific business sectors.

Analysing Current Events: Use Copilot Chat to find recent news articles, reports, and case studies that could spark research ideas.

#### ► **Refining Your Research Topic with Copilot:**

- **Narrowing the Scope:** Use Copilot Chat to progressively narrow down broad research areas into manageable and focused topics.

- **Assessing Feasibility:** Use Copilot to evaluate the feasibility of potential research topics regarding data availability, time commitment, and resources.

- **Identifying Knowledge Gaps:** Use Copilot in Word to analyse existing literature and identify potential gaps that your research could address.

#### ► **Developing Preliminary Research Questions:**

- Use Copilot Chat to formulate initial research questions related to your chosen topic. Discuss the criteria for well-formulated research questions (clear, focused, researchable).

#### ► **Hands-on Activity:**

- Learners will use Copilot Chat and Word to brainstorm potential research topics, refine their focus, and develop 2–3 preliminary research questions.

Session 3

## Session 3:

### Supercharging Your Literature Review with Copilot

**Learning Objective:** Equip learners to conduct comprehensive literature reviews efficiently and ethically using Copilot in OneDrive, Word, and Copilot Chat.

#### ► **Recap of Ethical AI Use:**

- Reinforce personal ethical guidelines from Session 1, focusing on proper citation and avoiding plagiarism.

#### ► **Copilot Chat for Advanced Literature Search:**

- **Mastering Search Operators:** Go beyond basic searches with advanced operators and filters.

- **Identifying Key Journals and Authors:** Use Copilot Chat to identify influential sources in your field quickly.

- **Uncovering Hidden Gems:** Explore databases and grey literature with Copilot's assistance.

- **Citation Chasing:** Use Copilot to trace citations and find related works efficiently.

#### ► **Leveraging OneDrive for Research Organisation:**

- **Best Practices for Folder Structure:** Create a logical system for storing articles, notes, and other research materials.

- **Summarising Documents:** Use Copilot in OneDrive to quickly grasp the main points of lengthy PDFs and articles.

- **Comparing and Contrasting Sources:** Use Copilot to identify conflicting viewpoints and synthesise information.

#### ► **Utilising Copilot in Word for Literature Review:**

- **Generating Literature Review Outlines:** Structure your review logically, dividing it into themes or chronological order.

- **Developing Annotated Bibliographies:** Use Copilot to expand or summarise annotations, focusing on key findings and relevance to your research.

- **Identifying Knowledge Gaps:** Use Copilot to pinpoint areas for further research.

#### ► **Best Practices for Maintaining Academic Integrity:**

- **Verifying Citations:** Cross-reference Copilot-generated citations with sources.

- **Paraphrasing and Summarising Ethically:** Use Copilot to rephrase ideas in your own words while maintaining proper attribution.

## Session 4:

### Developing a Strong Thesis and Research Plan with Copilot

**Learning Objective:** Guide learners through formulating a clear, arguable thesis statement, developing a robust research plan, and building a preliminary thesis outline using Copilot.

#### ► **Crafting a Compelling Thesis Statement:**

- **Articulating Your Central Argument:** Use Copilot to refine your thesis statement, ensuring it is clear, concise, and debatable.
- **Balancing Originality and Scope:** Ensure your thesis contributes new knowledge while remaining within the scope of a DBA project.

#### ► **Developing a Research Plan:**

- **Defining Methodology:** Use Copilot Chat to explore appropriate research methodologies for your topic and research questions.
- **Identifying Data Sources:** Use Copilot to help identify potential data sources for your research.
- **Creating a Timeline:** Develop a realistic timeline for completing each research stage.

#### ► **Building a Preliminary Thesis Outline:**

- **Structuring Chapters:** Develop a logical structure for your thesis (Introduction, Literature Review, Methodology, Findings, Discussion, Conclusion).
- **Generating Subheadings:** Use Copilot in Word to create informative subheadings for each chapter.
- **Developing Bullet Points:** Outline the key points and arguments you will make in each section.

#### ► **Hands-on Activity:**

- Learners will use Copilot Chat and Word to refine their thesis statement, develop a research plan, and create a detailed thesis outline.

## Session 5:

### Mastering Data Analysis with Copilot in Excel

**Learning Objective:** Empower learners to use Copilot in Excel for cleaning, preparing, and analysing research data, with a focus on descriptive statistics and basic visualisations.

#### ► **Ethical Data Handling:**

- Reinforce the importance of data privacy and confidentiality.
- Review relevant IRB (Institutional Review Board) guidelines (if applicable).

#### ► **Introduction to Copilot in Excel:**

- Understand how Copilot interacts with spreadsheet data.
- Learn basic commands and prompts for data manipulation.

#### ► **Data Cleaning and Preparation:**

- **Identifying and Correcting Errors:** Use Copilot to spot inconsistencies, duplicates, and outliers.
- **Handling Missing Data:** Explore strategies for missing values (e.g., imputation, deletion).
- **Transforming Data:** Reshape data for analysis (e.g., transposing, merging datasets).

#### ► **Descriptive Statistics and Data Exploration:**

- **Calculating Key Measures:** Use Copilot to generate formulas for mean, median, mode, standard deviation, range, etc.
- **Understanding Distributions:** Create histograms and box plots to visualise data distributions.
- **Identifying Patterns and Trends:** Use Copilot to help spot relationships between variables.

#### ► **Basic Data Visualisation:**

- Create bar charts, scatter plots, and other basic visualisations to explore data. Use Copilot's suggestions to choose appropriate chart types.

## Session 6:

### Advanced Data Exploration, Thesis Refinement, and Preparing for Initial Presentations

**Learning Objective:** Introduce learners to more advanced data exploration techniques in Excel, refine their thesis framework based on initial findings, and prepare for early-stage research presentations using Copilot.

#### ► **Advanced-Data Exploration in Excel:**

- **Pivot Tables for Deeper Insights:** Create and manipulate pivot tables to uncover hidden patterns and relationships in data.
- **Introduction to Correlation:** Explore the concept of correlation and use Copilot to calculate correlation coefficients.
- **Regression Analysis (Brief Overview):** Introduce the concept of regression analysis and demonstrate how Copilot can assist with basic regressions (emphasising that this is an introductory look).

#### ► **Connecting Data Analysis to Your Thesis:**

- Discuss how to interpret data findings in the context of your research questions. Use Copilot in Word to draft sections of your methodology and findings chapters, incorporating data analysis results.

- Refine your thesis statement and chapter outlines based on your data analysis.

#### ► **Preparing for Initial Research Presentations:**

- **Structuring a Research Proposal Presentation:** Outline the key elements of a compelling proposal presentation (research problem, literature review, methodology, preliminary findings).

- **Creating Engaging Slides with Copilot in PowerPoint:** Use Copilot to generate slide layouts, talking points, and design suggestions.

- **Incorporating Data Visualisations:** Embed Excel charts and graphs into your presentation effectively.

# Earn an upGrad Certificate of Completion

Demonstrate Your Expertise in AI-Assisted Doctoral Research

**upGrad**

This is to certify that

**Ranajyoti Dutta**

has successfully completed the 3 months

**DB-AI: Accelerated Doctoral Research with Copilot**

Issued on 5/2025

*Mayank Kumar*

Mayank Kumar,  
Co-Founder & Director, upGrad

Ground Floor, IndiQube Building, AMR Tech Park No 23 &24, Bommanahalli, Bengaluru, Karnataka 560068



## Enroll Today and Transform Your Research Journey!

Limited Spots Available  
Secure Your Place in the Next Cohort

6 Live Sessions + 3-Month Access to  
Copilot Pro for  
**₹ 35,000**



**Write to us:**

admissions@upgrad.com



**Visit us at:**

www.upgrad.com



**Call:** 1800-210-2020



# upGrad

## Doctorate of Business Administration

24 Months | Online



## Why Choose Edgewood University DBA



Edgewood University, founded in 1927, is an independent liberal arts university, located in Madison, Wisconsin in the United States. Edgewood University offers more than 60 majors and 40 minors and its MBA program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). Edgewood University is accredited by the Higher Learning Commission (HLC)\*, one of the seven accrediting commissions recognized by the Council of Higher Education Accreditation (CHEA) - the premier authority on higher education in the U.S.



Accelerated

24 Months



Accessible

No GMAT/GRE Requirement



Affordable

DBA at a fraction of the US-based price

## Driving Accessibility through Affordable Education

Edgewood University believes that access to quality education should never be out of reach. With nearly a century of educational excellence, we've consistently evolved to meet the needs of our students. To further our mission, we're introducing a flexible "pay per month" model, allowing you to finance your future without the stress of upfront costs. With this tailored plan, you can now spread your tuition over your program's duration.

It's your education, your pace, your choice. Because at Edgewood University, success is about making it work for you.

# Message from the Provost



The Doctorate of Business Administration program at Edgewood University builds on our great history of educating leaders for the business world. Our alumni tell us that their Edgewood University business degrees prepared them for the challenges of the business world through the professionally relevant experiences offered in our programs. Edgewood University members bring real world experience into the DBA courses, and their commitment to student success gives our students a distinctive advantage in their careers. Our DBA program offers a high quality, academically and professionally rigorous education that helps Edgewood University graduates build successful careers in business.

**Dr. William Mangan**

Provost and Vice President for Academic Affairs  
Edgewood University

# About upGrad

upGrad is a leading online education platform empowering professionals to reach their full potential through flexible, engaging learning experiences. We partner with top global universities, including Golden Gate University, Edgewood University, ESGCI School of Management Paris, Liverpool Business School, Paris School of Business, Liverpool John Moores University, Northeastern University, among others to offer a wide range of career-focused programs.

As professionals juggle demanding careers and personal commitments, traditional education often feels out of reach. upGrad bridges this gap by making high-quality learning accessible and practical, so education becomes an enabler, not a hindrance.

To date, upGrad has delivered over 20 million hours of learning, empowering thousands of learners worldwide with the knowledge and skills to advance their careers.

**20M+**

hours of learning

**10M+**

learners

**100+**

countries

**80+**

university partner



PROMISING BRAND 2022  
The Economic Times

BRANDON HALL  
GOLD AWARDS  
15+ Across 2 Years

EDUCATION COMPANY  
OF THE YEAR  
VC Circle, 2022

# The upGrad Advantage:

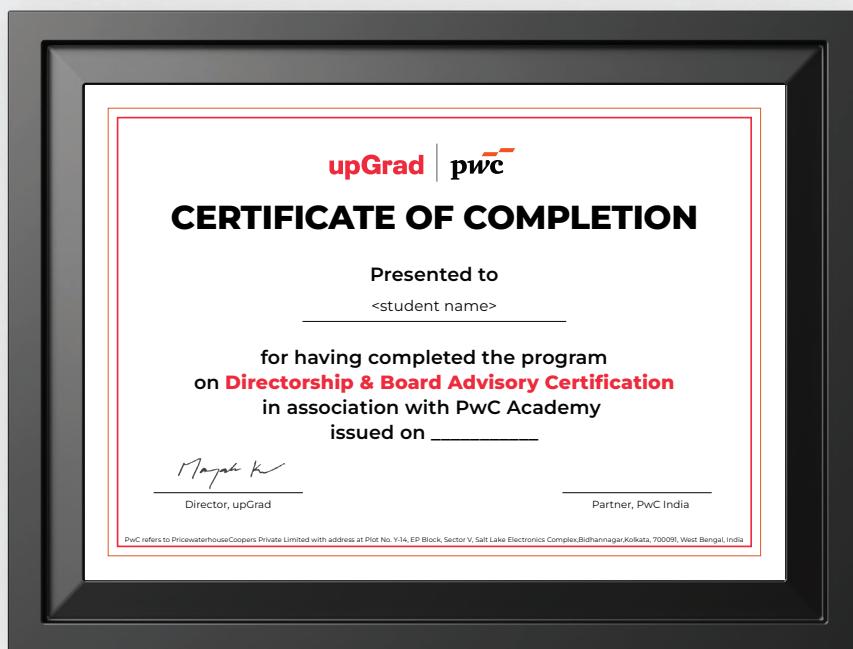
## Six leadership outcomes only we deliver

We provide a full range of post-doctoral services. Much like a concierge, we work tirelessly in the background so you can focus on your doctoral experience, while we open up a bouquet of stellar outcomes for you.



### 1. Boardroom Consultant

Earn a revered PwC Directorship and Board Advisory Certification, and be an officially recognised, force-to-reckon-with, in the eyes of board nomination committees and executive search firms. Signal your fluency across board-level matters to the world of corporate governance. From risk and compliance, to mergers and acquisitions, to environmental and societal governance.



### 2. Published Author

Transform your doctoral dissertation into a book or in a journal, and position yourself as a published thought leader in your domain. Become a top voice even in the real world. Be quoted by trade media, and be invited to panels at conferences. Learn storytelling from published authors. Turn your “someday I’ll write a book about this” into today!

#### Published Work by Our DBA Students

**The Ethical Compass:** An upGrad Learner Explores Decision Science in India's Business Landscape

[Source](#)

**Govern Like a Twin:** Simulate. Validate. Elevate: says upGrad Learner in his Thesis

[Source](#)

**Disruptive Innovation:** Why Leading Companies Thrive or Fail

[Source](#)

**Frugal Innovation:** How Emerging Space Markets are Redefining the Space Race

[Source](#)

### 3. Industry Professor

Give back your entire career's worth of wisdom, and inspire the leaders of tomorrow. Teach as an industry expert, in top UGC-recognized universities, by seamlessly pivoting to academia without stepping away from your professional role. Cement your legacy as an icon who not only led the industry but inspired the next generation.

### 4. Product Creator

Get a clear, practical path from tech leaders who've turned ideas into products. Productise your ideas and turn concepts into business growth. Spot opportunities to solve real challenges using emerging tech! Design winning strategies, prototype and pilot quickly with no-code tools to earn leadership buy-in. Track ROI, create impact!

### 5. Patented Innovator

Protect the innovations born out of your doctoral research, with our network of top tier law firms specialising in Intellectual Property. From thorough patentability analysis to defining a unique defensible space, to drafting claims using precise legal language to build an ironclad IP that transforms your brilliance into bankable value.

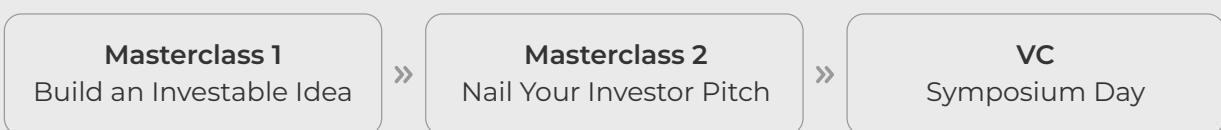
#### The upGrad advantage for Patent Grants



### 6. Funded Entrepreneur

Get direct mentorship from established VCs and Founders. Master the art of pitching your business via Silicon Valley storytelling and business models made to withstand the toughest of investor scrutiny. Then culminate your journey at our exclusive VC Symposium Day where you'll get to pitch to real investors with chequebooks in hand!

#### Your Roadmap from Vision to Venture Funding



\*Certain features may come at an additional cost

# Program Highlights



Higher Learning  
Commission (HLC)  
Accredited



Nationally - Recognized  
Accreditation Authority

This program is accredited by the HLC, an independent corporation founded in 1895 as one of seven regional accrediting bodies in the United States



Trusted by Other Path  
Breaking Institutions

HLC lends its credibility to institutions of repute such as Purdue University and University of Arizona

Build  
Industry-Relevant  
Expertise



Master Core Business  
Concepts

Deep-dive into fundamental business concepts and choose from specializations in Leadership, Finance, Healthcare Management, Marketing or Tech and AI.



Build Credible Expertise  
Through Research

Conduct research that impacts real-world business problems

Network for  
Career Growth



Campus Immersion\*

Experience a week-long campus immersion at Edgewood University



Online Networking Gala

Attend a fireside chat and an insightful panel discussion while enriching your professional network

\*Participation in the on-campus immersion will be subject to visa approval of the students.

# About the Partnership

To provide quality U.S. education to learners across the globe, Edgewood University has partnered with upGrad, a global higher education technology provider. Through this partnership, learners from around the world have the opportunity to learn from Edgewood University faculty. The programs taken by international students are delivered 100% online and hold the same accreditation and rigorous standards as the courses offered on Edgewood University campus and to domestic online learners. Within the partnership, upGrad serves as the point of contact for international student admissions, advising, enrollment, and payment. Most notably, Edgewood University has taken action to make its courses accessible to all students by implementing a scholarship program for international students.

Please refer to the letter of Acknowledgement:

<https://cdn.upgrad.com/UpGrad/-temp/27922dab-aefc-4d5c-aa47-b094eb284ec7/upgradwebsiteletter.pdf>

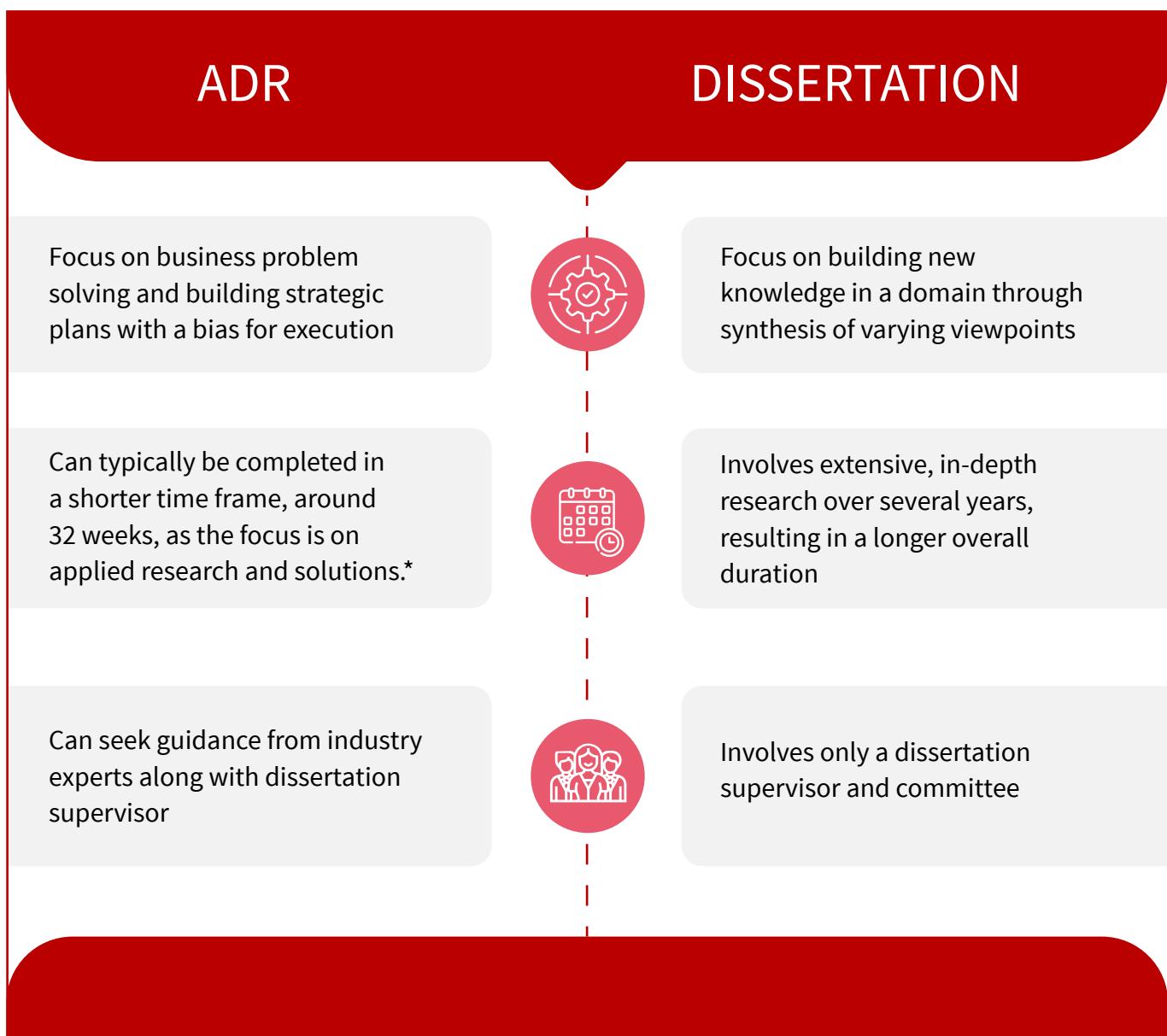
To learn more about our partnership, please visit:

<https://online.edgewood.edu/edgewood-college-international-online/>



# What Makes Conducting Research in this Program Unique?

This program provides learners with the opportunity to work on Applied Doctoral Research (ADR). The ADR takes traditional dissertations a step further by ensuring that the students are building their research for business impact. Students can collaborate with industry experts, along with their dissertation supervisors. This enables them to develop solutions for real business challenges and build actionable execution plans, gaining leadership-ready skills valued by employers.



\* This timeline is subject to the quality of the submissions and may get extended based on the advice of the learners' dissertation supervisors.

# The DBA Program Journey



## Develop Core Research Skills

Gain expertise in advanced research methodologies to drive impactful business insights.



## Master Advanced Business-Focused Courses

Learn advanced business and management courses for senior leaders



## Sharpen Your Expertise Through Specializations

Grasp essential and in-depth insights through specialization courses



## Conduct Applied Doctoral Research

Showcase your expertise by conducting industry-relevant academic research furthering industry and academia

# Program Curriculum

Our meticulously designed curriculum guides you through a step-by-step process, ensuring you are well-prepared to navigate the complexities of your doctoral journey.

## Core Courses (48 Weeks)

Lay a solid foundation for your doctoral studies with the core doctoral courses.

### Academic Scholarship and Doctoral Studies (6 weeks)

- Introduction to Business Research
- Identification of the Research Problem
- Determination of the Research Design
- Identification of the Sampling and Data Collection Strategy
- Determination of the Data Analysis Strategy
- Presenting Results

### Analyzing Behavior in Organizations (6 weeks)

- Making Sense of Organizations
- The Structural Frame
- The Human Resource Frame
- The Political Frame
- The Symbolic Frame
- Leadership Practice

### Quantitative Analysis I: Quantitative Research and Analysis (6 weeks)

- Data
- Linear Regression
- Multiple Regression
- Regression Interpretation
- Linear Regression Assumptions

## Qualitative Research (6 weeks)

- Narrative Methodology
- Phenomenological Methodology
- Grounded Theory Methodology
- Ethnographic Methodology
- Case Study Methodology
- Qualitative Data Collection and Analysis

## Quantitative Analysis II: Applied Regression Analysis (6 weeks)

- Review and Adjustments to OLS
- Non-OLS Estimation
- Limited Dependent Variable Models
- Panel Data
- Time Series
- Event Studies

## Business Ethics & Sustainability (6 weeks)

- Introduction to Ethics, our Dominican Values, and Four Theories
- Consequentialism and Partnership
- Deontology
- Virtue Ethics
- Social Contract Theory
- Sustainability Strategies and Ethics

## Financial Decision-Making and Value Creation (6 weeks)

- Asset Pricing
- Market Efficiency
- Frictions and Incentives
- Corporate Finance
- Derivative Securities
- Behavioral Finance
- Market Microstructure

## Executive Supply Chain Strategy and Negotiations (6 weeks)

- Inventory, Cost, and Forecasting
- Demand Forecasting
- Probability-Based Control and Multiechelon Systems
- Supply Chain: Finance, Market, and Winning Orders
- Supply Chain: The Supply Side Perspective
- Negotiations: Culture and Engagement
- Negotiations: Perspective and Agreement



# Emphasis Courses (18 weeks)

Dive deeper into your area of specialization with the emphasis courses. These specialized modules allow you to hone your expertise, explore cutting-edge research, and develop a nuanced understanding of the latest advancements in your field of study.

## Leadership

- Effective Organizational Leadership
- Leading Change
- Managerial Economics

## Finance

- Capital Budgeting
- Contemporary Global Issues In Trade And Investment
- Managerial Economics

## Tech and AI

- Cloud Computing for Strategic IT Leadership
- Building and Scaling Tech Products
- AI and Machine Learning for Leaders

# Applied Doctoral Research (ADR)

The culmination of your doctoral program, the Applied Doctoral Research (ADR) phase, provides you with the opportunity to apply your acquired knowledge and skills to a real-world research project. The key milestones of the applied doctoral research phase are given below.

## Applied Doctoral Research Courses (32 weeks)

- Applied Doctoral Research Proposal - I
- Applied Doctoral Research Proposal - II
- Applied Doctoral Research: Findings and Conclusions
- Applied Doctoral Research: Defense and Completion



# Meet the Faculty



## Dr. Victoria Palmisano

Dr. Victoria M. Palmisano, has a PhD in Educational Leadership, an MBA, and a Masters in Legal Studies. She specializes in small business management and Intellectual Property and is the Associate Professor at Edgewood University.

## Dr. Leigh Maxwell

Dr. Leigh Maxwell, with a PhD from Ohio State, is an Edgewood University associate professor teaching Communication Studies. Her research focuses on improving workplace communication, emphasizing ethics, fairness, and compassion.



## Dr. Ken Kavajecz

Finance professor at Edgewood University since 2019, with over 25 years in higher education and former roles at UW-Madison and Wharton. Founded Phoenix Rising Advisory.

# PwC Directorship & Board Advisory Certificate

The Directorship & Board Advisory Certification is a specialized executive program designed for professionals aiming to transition into board-level roles. Delivered in collaboration with PwC Academy, this immersive program cultivates strategic thinking, ethical governance fluency, and boardroom confidence through live sessions, real-world simulations, and expert-led masterclasses.

The program comprises approximately 20 hours of live lectures, conducted through masterclasses led by PwC experts. The batch schedule will be communicated to learners well in advance.

## Program Outcomes

### Practical Board Skills:

Develop boardroom fluency, strategic thinking, and key frameworks necessary for effective boardroom preparedness.

### Stakeholder Influence:

Learn how to manage stakeholder expectations, enhance investor relations, and ensure strategic alignment with organizational vision and values.

### Governance & Compliance:

Gain deep insights into Indian and global corporate governance standards, legal responsibilities, ethical conduct, and risk mitigation strategies.



# Curriculum Overview



## An Overview of the Modern Board

Introduction to the Board of Directors and modern boardroom dynamics, covering roles and responsibilities, legal obligations, disqualifications, powers, ethical frameworks, “officer in default,” D&O insurance, and other safeguards.



## Corporate Governance, Ethics & Regulatory Frameworks

Explore global and Indian governance standards, best practices, participation frameworks, taxonomy, transparency, integrity, and ESG foundations.



## Finance & Risk for Board Oversight

Understand strategic finance and risk, including directors' responsibilities, red flags in financials, audit committees, internal controls, and related obligations.



## Digital, Cyber & M&A Readiness

Examine the board's role in digital transformation, AI, cybersecurity, and M&A evaluation, including regulator perspectives.



## Independent Directors - Risks and Rewards

Learn about regulatory requirements for Independent Directors, enrollment in the Independent Director Databank, qualifications and disqualifications, code of conduct, related party transactions, and director responsibilities.



## Stakeholder Engagement & Investor Relations

Master stakeholder mapping, effective communication, board dynamics, decision-making processes, investor expectations, and strategic engagement.



## Final Project: Board Simulation & Readiness Presentation

A hands-on simulation project to demonstrate boardroom readiness and application of program learnings.

\*(Topics are indicative and could be subject to minor changes)

# Faculty



## Manisha Narang

Manisha Narang, Subject Matter Expert, is a seasoned Company Secretary with over 20 years of expertise in corporate governance, regulatory compliance, board advisory, and cross border business structuring. She specializes in guiding boards, managing risk, enabling regulatory clarity, and supporting M&A, NBFC licensing, and global market entry for leading organizations.



## Shekhar Chopra

Shekhar Chopra, Subject Matter Expert, is a qualified Company Secretary with 15+ years of experience in corporate governance, M&A, board advisory, and regulatory compliance. He has led governance frameworks, board evaluations, risk management, and shareholder engagement across top firms including Deloitte, EY, and SRL Diagnostics.

\*List of all faculty teaching in the PwC program will be shared with the students before the start of the sessions

# Outcomes: Transform Your Leadership Journey with DBA

The Doctor of Business Administration (DBA) program is designed to elevate your career and establish you as a recognized leader and innovator in the global business landscape. Our unique offerings go beyond traditional academic learning to provide tangible, real-world advantages.

## 1 Board Advisory Certification with PwC Academy: A Seat at the Table

Gain unparalleled readiness for boardroom roles with a first-of-its-kind certification from PwC Academy. This exclusive offering is integrated into the DBA program and provides:

**Influential Decision-Making:** Learn to shape an organization's future by influencing key decisions.

**Multi-Board Impact:** Drive impact across various industries by preparing to serve on multiple boards.

**Leadership Mentorship:** Leverage your experience to guide and mentor current and future leadership.

**Enhanced Visibility & Prestige:** Increase your standing and recognition in the business community.

**Practical Boardroom Skills:** Master real-world scenarios through simulations, investor cases, and red flag drills.

**Expert-Led Training:** Learn directly from PwC and corporate governance experts.

**Co-Branded Certification:** Earn a co-branded certificate that signifies your boardroom readiness.

**Strategic Governance Insight:** Develop a deep understanding of board dynamics, compliance, and ESG responsibilities crucial for modern board leadership.

## 2 Idea to IP: Where Research Meets Real-World Impact with Patent Guidance

Distinguish yourself by transforming your innovative ideas into protected intellectual property. This exclusive offering provides

**End-to-End Patent Support:** Receive comprehensive guidance from idea validation to filing, all the way until the patent grant is issued.

**Faculty-Led Guidance:** Benefit from expert-led support, with faculty guiding you through patent search and application drafting.

**Protected Innovation Portfolio:** Build a robust portfolio of protected innovations to enhance your leadership profile.

**Industry Connections:** upGrad connects you with leading IP consulting firms for guidance at every step.

## **3** Amplify Your Research: Publish With Purpose

Turn your research into recognized thought leadership and establish academic credibility. This outcome-driven approach includes:

**Refined Research for Publishing:** Receive guidance from experienced faculty to refine your research for academic publication.

**Enhanced Visibility & Credibility:** Build academic visibility and credibility that distinguishes you in leadership roles.

**Strategic Journal Placement:** Discover the most suitable platforms and journals to meaningfully publish your work.

**Expert Mentorship:** Get faculty mentorship to refine your work, identify publishing platforms, and broaden your research impact.

## **4** Become a Published Thought Leader: Write Your E-Book, Publish & Inspire

Establish your authority and inspire others by becoming a published e-book author. This unique opportunity offers:

**Structured E-Book Creation:** Craft your e-book with ongoing faculty feedback and structured support.

**Strengthened Personal Brand:** Significantly strengthen your personal brand and influence within your industry and beyond.

**Global Publishing Access:** Publish your e-book on leading digital platforms like Amazon with guided support.

**Faculty Guidance:** Receive expert faculty guidance to shape your ideas, gain feedback, and successfully publish.

## **5** Not Just a DBA; Join an Exclusive Leadership Circle

Expand your network and gain invaluable insights by learning alongside an elite group of senior executives. This program offers:

**Cross-Industry Collaboration:** Collaborate with senior executives from diverse industries and geographies.

**Elite Learning Network:** Become part of an exclusive learning network that fosters leadership and growth.

**Fortune 500 Perspectives:** Gain unique perspectives from CXOs and VPs at Fortune 500 and other global companies.

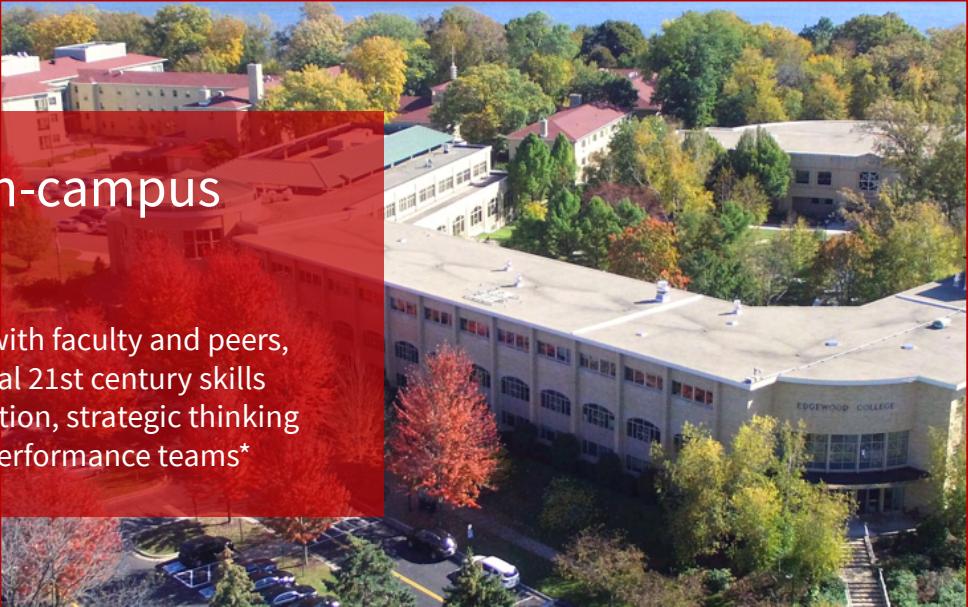
**High-Caliber Peer Group:** Interact with a high-caliber peer group, including CXOs, VPs, and Directors from top organizations.

# Networking and Peer Learning Opportunities

Optional On-campus Immersion

Network in person with faculty and peers, while building critical 21st century skills such as communication, strategic thinking and building high-performance teams\*

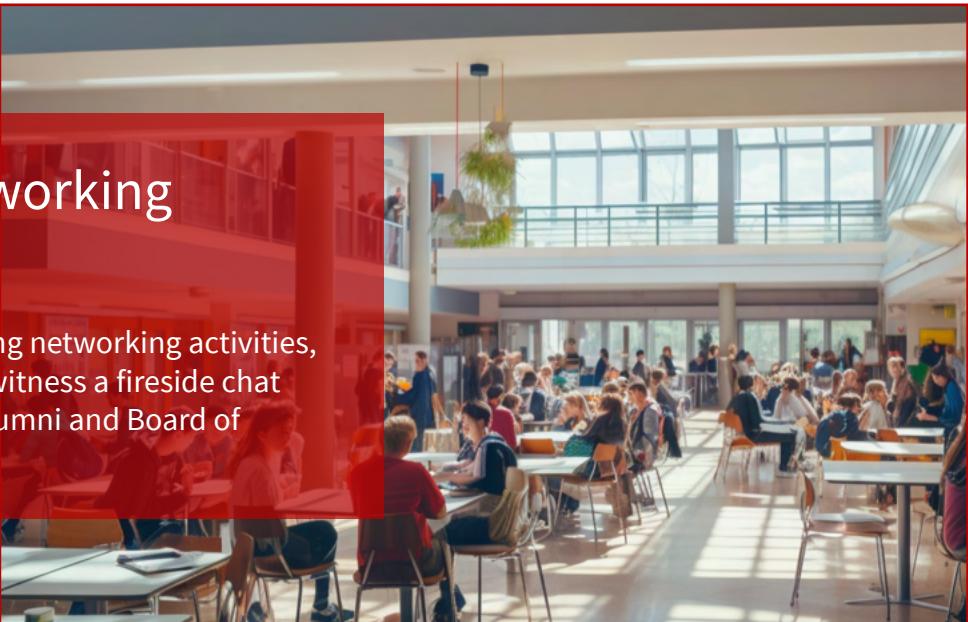
5 Days



Online Networking Gala

Participate in exciting networking activities, panel discussions, witness a fireside chat with Edgewood's alumni and Board of Advisors, and more

1 Day



\*Participation in the on-campus immersion will be subject to visa approval of the students



EDGEWOOD  
UNIVERSITY

upGrad

Q [upgrad.com](https://upgrad.com)

For further details, **contact**

 [admissions@upgrad.com](mailto:admissions@upgrad.com)

 [+1800-210-2020](tel:+18002102020)

**upGrad**

LET'S TALK





# Online Doctor of Business Administration

**ESGCI, School of Management, Paris**

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36 Months

A member of



| **ESGCI**

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# ABOUT ESGCI



Founded in 1986, ESGCI, Ecoles Supérieur de Gestion - Commerce International, is a world-renowned management school in Paris. Specializing in management studies, the school is unique with its international orientation. Recognized by the French state, ESGCI has 20% international students of 65 different nationalities. The Qualiopi certification ensures high-quality training and skills development.

ESGCI benefits from the strengths of Galileo Global Education, the largest higher education group. Present in over 91 campuses in 13 countries around the world, the group has over 200,000 enrolled students. Here is a sample of prestigious schools: Paris School of Business (PSB), ESGCI, Cours Florent and Atelier de Sèvres in France, Instituto de Estudios Universitarios in Mexico, and Istituto Marangoni in Italy, and so on.

**Accredited by :**



# GALILEO GROUP - A SUMMARY

US



UK



istitutomarangoni enhancing talent since 1935



SINGAPORE



SENEGAL



NORWAY



MEXICO



ITALY

istitutomarangoni



INDIA

istitutomarangoni



GERMANY



FRANCE



CYPRUS



European  
University Cyprus

BELGIUM



# WHY PURSUE A DEGREE FROM A FRENCH BUSINESS SCHOOL?



## France is a world leader in several industries.

While often associated with luxury, beauty, fashion and design giants like LVMH and Dior, France is actually a world leader across industries. The world's largest energy provider, EDF, is French, as is insurance giant AXA. Peugeot, Renault and Michelin are stalwarts of the automotive industry, and BNP Paribas is a giant of the banking world. As the digital economy surges, Orange S.A. is the parent company of many of the world's most recognizable telecommunications providers.



## Business schools in France prize diverse, multicultural cohorts

With a 20% international student population, ESGCI looks to invite business professionals and global leaders from diverse backgrounds (geographically, racially, by profession/industry and more) to pursue the ultimate degree in business education, the DBA.



## French Business School are more cost effective than in other countries

While the education style and degree are world class, France offers quality business education at a fraction of the cost of equivalent institutions in other countries like the US.

# WHY PURSUE A DBA?



## Position yourself as an expert in your field of choice

The DBA is designed to produce business leaders and experts in a field of choice. Write an in-depth dissertation on any topic of interest to you in the business management field and cement your position as an expert on the topic.



## Access the academic title of “Dr”

The DBA degree confers on individuals the right to use the academic title doctor. It is considered a professional doctorate degree.



## Open yourself to new Career pathways

Use the expert tag and the doctor title to publish your work in professional journals, speak at conferences, offer consulting services in your chosen field or even teach at universities.



## Stand out in an uncertain and crowded labour market

Globally there are 250,000 MBA graduates each year and less than 5,000 DBA graduates.



**ESG** ÉCOLES  
DE COMMERCE

ESG

PHOTOS ET COPI

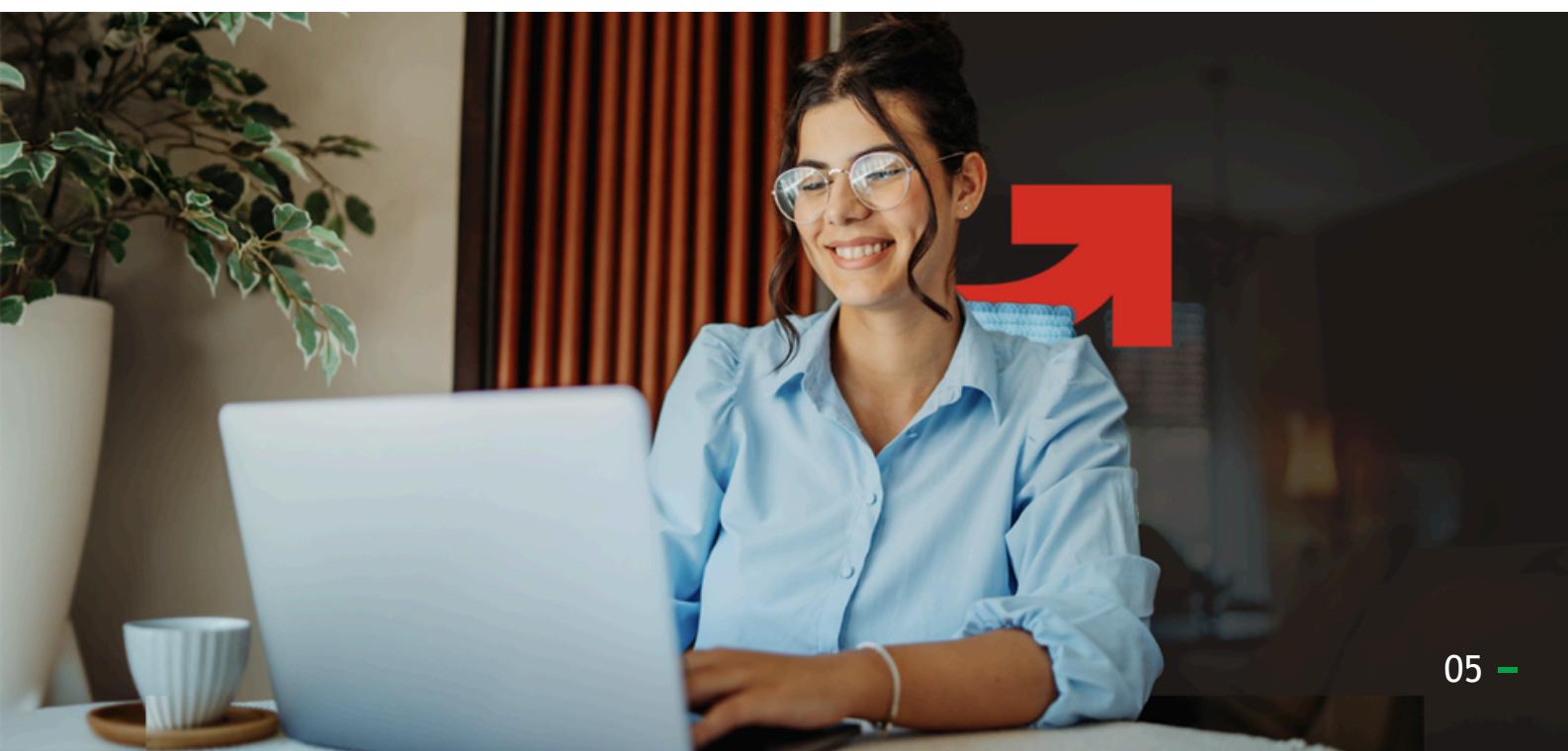


# ABOUT UPGRAD

upGrad is a leading online education platform empowering professionals to reach their full potential through flexible, engaging learning experiences. We partner with top global universities, including Golden Gate University, Edgewood University, ESGCI International School of Management Paris, Liverpool Business School, Paris School of Business, Liverpool John Moores University, among others to offer a wide range of career-focused programs.

As professionals juggle demanding careers and personal commitments, traditional education often feels out of reach. upGrad bridges this gap by making high-quality learning accessible and practical, so education becomes an enabler, not a hindrance.

To date, upGrad has delivered over 20 million hours of learning, empowering thousands of learners worldwide with the knowledge and skills to advance their careers.



# PROGRAM HIGHLIGHTS



5-Month foundation program to prepare you for the dissertation phase



Member of Galileo Global Education - world leader in independent higher education with over 200,000 students, 61 schools and 91 campuses in 13 countries



1:1 Thesis mentorship sessions with ESGCI faculty



90+ Live session hours



180 European credit transfer and accumulation system



Same alumni status as on campus students



Institute accredited by QUALIOPI and French Ministry of Higher Education Research & Innovation



# LIFE AT ESGCI - IMMERSION

**Paris** - a major European city and a global center for art, fashion, gastronomy and culture. Its 19th-century cityscape is crisscrossed by wide boulevards and the River Seine.

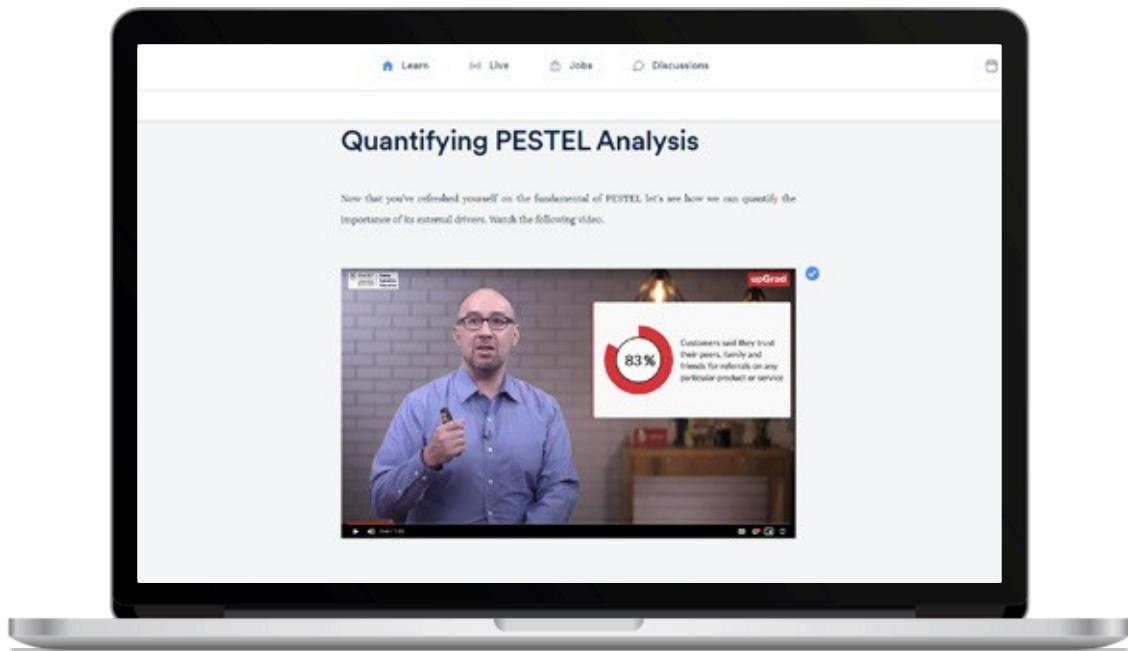
ESGCI aims to educate students to ultimately become creative and agile leaders who distinguish themselves as life-long learners throughout their careers.



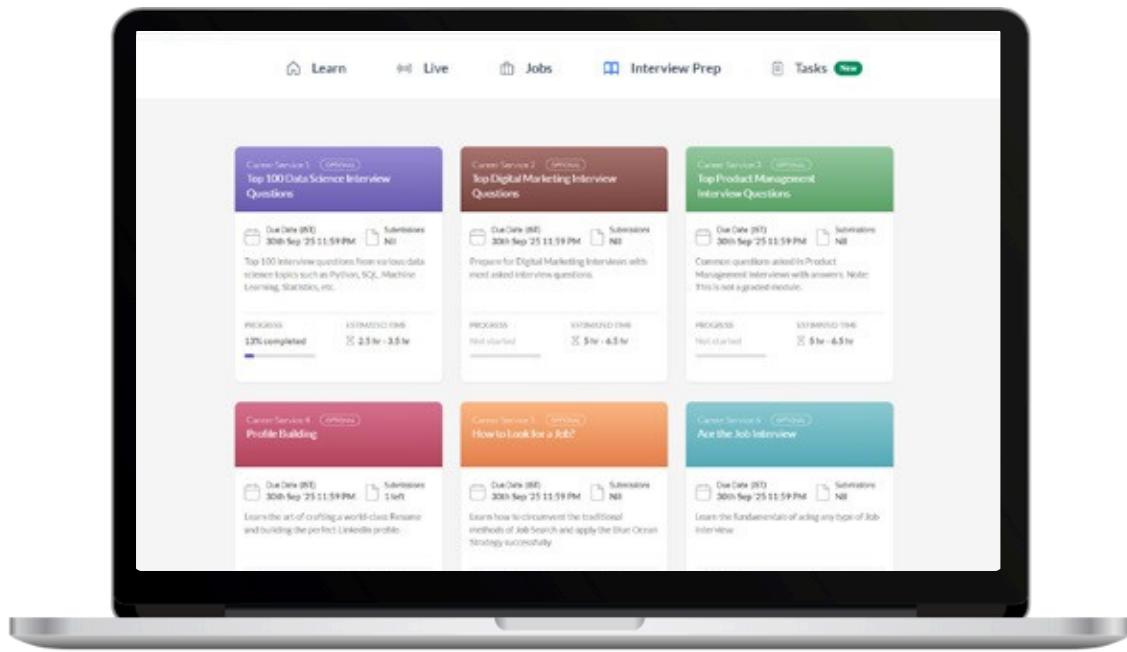
With on-campus and city-wide engagements, the immersion program strives to create an ideal learning environment while still enjoying the nuances of exploring the city.

A detailed itinerary will be shared with enrolled students within the first phase of the program.

# GLIMPSE OF THE UPGRAD PLATFORM



## Teaching Faculty

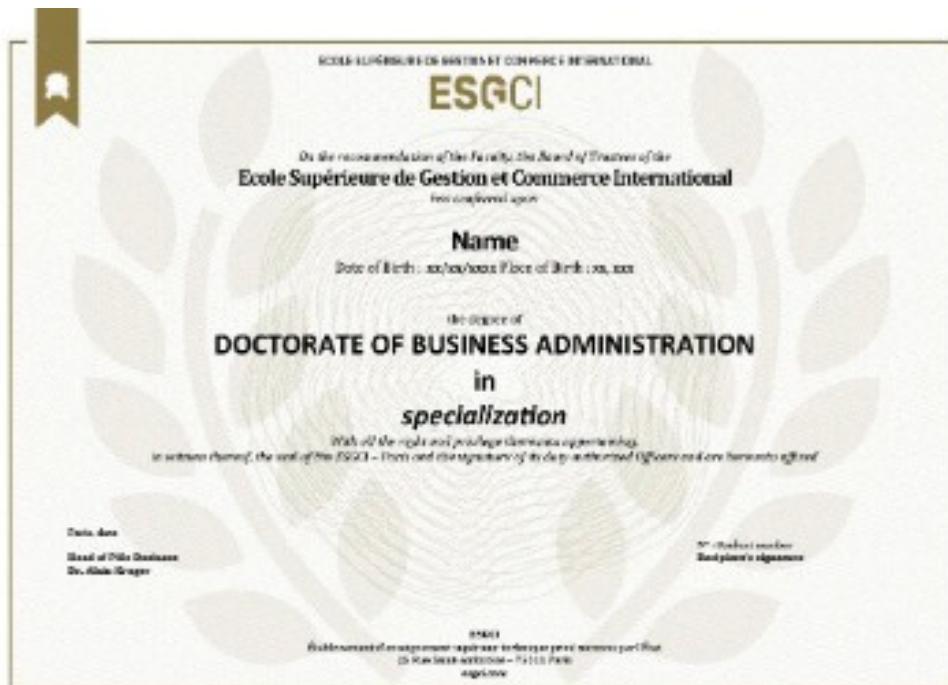


## Interview Prep Material

\*Note: Images here are not a reflection of this program.

Please reach out to an admissions counselor for a real-time demonstration of the learning platform.

# Doctorate of Business Administration Degree



◆ **Doctorate of Business Administration Degree** Upon approval of your final dissertation, you will be Business Administration, the culmination of your dedication and scholarly pursuit.



# Interim Research Milestone-Based Certificates



 **Certificate of Research** Earn your Certificate of Research upon approval of your research proposal, literature review, and draft methodology, marking a significant early milestone in your academic journey.



 **Certificate of Advanced Research** Receive the Certificate of Advanced Research after your data analysis chapter is approved, signifying advanced scholarly achievement and research expertise.

# FACULTY



## Dr. Josse Roussel

Professor at Paris School of Business and head of DBA development. He got his Ph.D. in finance and management from the Université Paris-Dauphine and certification to supervise doctoral research (H.D.R) from the Université Paris-II Panthéon Assas. His research focuses on finance and monetary policies, human capital, and the digitization of management. He authored 5 books and published multiple research articles in peer-reviewed journals such as The Journal of Developing Areas, International Journal of Emerging Markets, International Journal of Business and Social Science, Human Resource Planning, The JEIT.



## Dr. Alain Kruger

After an enriching experience at Kodar, Dr. Kruger graduated with a PhD in Management Sciences, in the field of cultural influences in the consumer's behavior at the University of Bourgogne. A marketing consultant in pharmaceutical and automobile industries where he lead the CODIVA group as well as Renault, Nissan, Citroën, Volvo, Dacia and Honda brands. The main author of the book Mini Manuel de Marketing at Dunod Editions in 2010 and has written several scientific publications during his time with ESGCI, School of Management, Paris.

# FACULTY



## Dr. Yannick Miel

Completed a PhD in aiding and management control. The focus was the identification of the factors of application or non-application of the norms by the employees (quality standard). Member of the operational management committee of Galileo Global Education France, Dr. Miel oversees the management system of activities, development of professional certificates, handicap policy, and the client experience. He is also one of the auditors at COFRAC for Qualiopi accreditation, the official quality norm of the French educational sector.



## Prof. Aparajit Parthasarathy

Nearing completion of Doctorate in Neuromarketing, Prof. Aparajit Parthasarathy is coming from a vast amount of experience in international marketing, communication, and branding. He is an award winning entrepreneur and has worked in the UK, France, USA and India and successfully launched products, distribution partnerships and client acquisitions over the years before joining ESGCI, School of Management, Paris. He has also published articles in Cambridge.

# FACULTY



## Dr. Jana Badran

Holds a Ph.D. from IAE Gustave Eiffel - Paris Est University (UPEC) Specializes in Strategic Management, Business Ethics and CSR, and Performance Management Panel speaker on “New Economic Wars” at the Arab Thought Foundation Invited expert on “Women and Economics”



# **PROGRAM CURRICULUM**

## **FOUNDATION PHASE**

### **INTRODUCTION TO DOCTORAL RESEARCH**

- Decoding research
- Research design decisions and strategies
- Applying the research process
- Business and management research essentials

### **FORMULATING RESEARCH TOPIC AND LITERATURE REVIEW**

- Formulating a research question
- Writing a research proposal
- Writing a literature review

### **DATA COLLECTION TECHNIQUES (OPTIONAL)**

- Fundamentals of quantitative data collection and secondary data sources
- Collecting and evaluating primary data
- Collecting primary qualitative data through observation
- Collecting primary qualitative data through interviews

### **QUANTITATIVE METHODS**

- Descriptive statistics,
- Difference in means
- Correlation, linear regression models
- Panel data models, Logit and Probit models

### **QUALITATIVE METHODS**

- Methods and fundamentals of qualitative research
- Choose qualitative research methods
- Grounded theory, discourse analysis, feminist and post- colonial studies and historical research
- Qualitative data interpretation and coding
- Qualitative comparative analysis

### **ACCESS TO DATA (OPTIONAL)**

- Negotiating access to data
- Research ethics and managing data

# **PROGRAM CURRICULUM**

## **LEADERSHIP PHASE**

### **BUSINESS ENVIRONMENT, STRATEGY AND INNOVATION IN THE DIGITAL AGE**

- Business strategy essentials
- Portfolio of a firm Becoming a market leader and sustaining growth
- Value creation through digital models
- Growing a digital platform

### **LEADERSHIP SKILLS-LEADING PEOPLE, ORGANIZATION AND CHANGE**

- Leading teams and organizations
- Group decision making
- Change management
- Bonus: Leadership and Entrepreneurship
- Masterclass with Ronnie Screwvala

## **DISSERTATION PHASE**

**RESEARCH TOPIC**

**LITERATURE REVIEW**

**RESEARCH DESIGN**

**DATA COLLECTION**

**DISSERTATION DRAFT**

**FINAL DISSERTATION**

**ORAL DEFENCE**



# PwC DIRECTORSHIP & BOARD ADVISORY CERTIFICATE

The Directorship & Board Advisory Certification is a specialized executive program designed for professionals aiming to transition into board-level roles. Delivered in collaboration with PwC Academy, this immersive program cultivates strategic thinking, ethical governance fluency, and boardroom confidence through live sessions, real-world simulations, and expert-led masterclasses.

The program comprises approximately 20 hours of live lectures, conducted through masterclasses led by PwC experts. The batch schedule will be communicated to learners well in advance.

## Program Outcomes

### Practical Board Skills:

Develop boardroom fluency, strategic thinking, and key frameworks necessary for effective boardroom preparedness.

### Stakeholder Influence:

Learn how to manage stakeholder expectations, enhance investor relations, and ensure strategic alignment with organizational vision and values.

### Governance & Compliance:

Gain deep insights into Indian and global corporate governance standards, legal responsibilities, ethical conduct, and risk mitigation strategies.



## Curriculum Overview



### An Overview of the Modern Board

Introduction to the Board of Directors and modern boardroom dynamics, covering roles and responsibilities, legal obligations, disqualifications, powers, ethical frameworks, “officer in default,” D&O insurance, and other safeguards.



### Corporate Governance, Ethics & Regulatory Frameworks

Explore global and Indian governance standards, best practices, participation frameworks, taxonomy, transparency, integrity, and ESG foundations.



### Finance & Risk for Board Oversight

Understand strategic finance and risk, including directors' responsibilities, red flags in financials, audit committees, internal controls, and related obligations.



### Digital, Cyber & M&A Readiness

Examine the board's role in digital transformation, AI, cybersecurity, and M&A evaluation, including regulator perspectives.



### Independent Directors - Risks and Rewards

Learn about regulatory requirements for Independent Directors, enrollment in the Independent Director Databank, qualifications and disqualifications, code of conduct, related party transactions, and director responsibilities.



### Stakeholder Engagement & Investor Relations

Master stakeholder mapping, effective communication, board dynamics, decision-making processes, investor expectations, and strategic engagement.



### Final Project: Board Simulation & Readiness Presentation

A hands-on simulation project to demonstrate boardroom readiness and application of program learnings.

*\*(Topics are indicative and could be subject to minor changes.)*

# PwC Program Experts



## Manisha Narang,

Manisha Narang, Subject Matter Expert, is a seasoned Company Secretary with over 20 years of expertise in corporate governance, regulatory compliance, board advisory, and cross border business structuring. She specializes in guiding boards, managing risk, enabling regulatory clarity, and supporting M&A, NBFC licensing, and global market entry for leading organizations.



## Shekhar Chopra

Shekhar Chopra, Subject Matter Expert, is a qualified Company Secretary with 15+ years of experience in corporate governance, M&A, board advisory, and regulatory compliance. He has led governance frameworks, board evaluations, risk management, and shareholder engagement across top firms including Deloitte, EY, and SRL Diagnostics.

\*List of all faculty teaching in the PwC program will be shared with the students before the start of the sessions.

# SELECTION PROCESS

## STEP 1: Complete your Application



Complete your application on the upGrad platform. Include your education, work experience and any other relevant material.



## STEP 2: Statement of Purpose & Review

Submit a short 200 word statement of purpose covering your area of research as well as why you would like to pursue the program with ESGCI. Email this to esgci-applications@upgrad.com.



## STEP 3: Claim your Doctoral Candidacy

If admitted you will receive an offer letter from the university. To enroll - pay the enrollment deposit and submit all required documents.



# PROGRAM DETAILS



## Programme Start Date

Please refer to the website



## Programme Duration

36 months



## Eligibility

Master's Degree (or equivalent) or Bachelors Degree with 3+ years of work experience. Diploma holders will be considered on a case-by-case basis with a minimum of 8 years of work experience.



## Fees

Please refer to the website for the program fee, and connect with our counselor to ascertain your scholarship eligibility



Disclaimer: Program fee and payment options are subject to change. Please refer to the website for updated details or speak to our admission counsellor.

-  | **Write to us:**  
[admissions@upgrad.com](mailto:admissions@upgrad.com)
-  | **Visit us at:**  
[www.upgrad.com](http://www.upgrad.com)
-  | **Call:** 1800-210-2020

**upGrad**

LET'S TALK





# — Doctor *of* Business Administration

36 Months



GOLDEN GATE  
UNIVERSITY  
SAN FRANCISCO

Powered by  
**upGrad**



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Career Support

# *About* Golden Gate University - San Francisco

Golden Gate University, a private nonprofit university in the heart of San Francisco's financial and high-tech district, empowers working professionals to achieve their professional goals with GGU's DBA program provides an opportunity for working professionals to advance their business, consulting, or teaching career with a doctoral degree. Founded in 1901, GGU has been a leader in online education for nearly three

decades, and its programs offer maximum flexibility for modern students. GGU's DBA program provides an opportunity for working professionals to advance their business, consulting, or teaching career with a doctoral degree. GGU has been repeatedly ranked as #1 in the United States for working professionals based on superior flexibility and career outcomes for students.



**Professor Brent White**

Provost and Vice President for Academic Affairs,  
Golden Gate University, San Francisco

GGU's association with upGrad extends our mission of providing high quality education for working professionals who aspire to change or advance their careers. We're eager to welcome students from around the world to our innovative, practice-based programs. Our mission is to ensure that access to a GGU education is affordable and accessible to students everywhere. This partnership provides students with unique scholarship opportunities to earn an advanced degree from their home countries.

# Why Golden Gate University



For Working Professionals by Washington Monthly



Best Online College in California by OnlineU and SR Education in 2020

\*From a research on 1943 Universities



Ranked among the Top 10% Schools in the US by CollegeFactual in 2022



80% faculty members are San Francisco-based practicing professionals



Located in downtown San Francisco among offices of Salesforce, LinkedIn, Meta, Amazon and more

## Accreditations and Associations



## Ranking



# About upGrad

**upGrad** is an online education platform to help individuals develop their professional potential in the most engaging learning environment through a wide range of programs designed to improve their expertise. upGrad collaborates with top-class universities across the world including the University of Arizona, Caltech, Purdue, IIIT Bangalore, Deakin Business School,

Wharton, Liverpool John Moores University, and University of Maryland among others. upGrad has been Ranked #1 in the LinkedIn Top Start-ups for four consecutive years, it made it to the GSV Global EdTech 50 List 2020, it received the Best Communication and Teaching Platform in the Education Innovation Awards 2020.

**20M+**  
hours of learning

**2M+**  
learners

**100+**  
countries

**7 years**  
of existence



**Phalgun Kompalli**

Co-founder

**upGrad**

Through our association with Golden Gate University, San Francisco, upGrad endeavors to facilitate continuing education for working professionals throughout their careers. The pedagogy, program structure and delivery of these programs from the innovation capital of the world is our key differentiator.

# The upGrad Advantage:

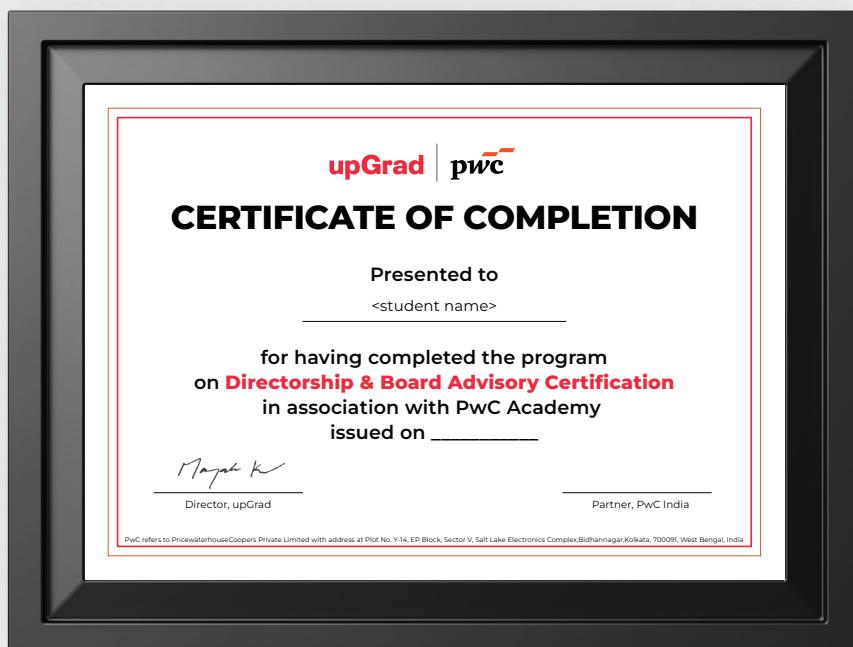
## Six leadership outcomes only we deliver

We provide a full range of post-doctoral services. Much like a concierge, we work tirelessly in the background so you can focus on your doctoral experience, while we open up a bouquet of stellar outcomes for you.



### 1. Boardroom Consultant

Earn a revered PwC Directorship and Board Advisory Certification, and be an officially recognised, force-to-reckon-with, in the eyes of board nomination committees and executive search firms. Signal your fluency across board-level matters to the world of corporate governance. From risk and compliance, to mergers and acquisitions, to environmental and societal governance.



### 2. Published Author

Transform your doctoral dissertation into a book or in a journal, and position yourself as a published thought leader in your domain. Become a top voice even in the real world. Be quoted by trade media, and be invited to panels at conferences. Learn storytelling from published authors. Turn your “someday I’ll write a book about this” into today!

#### Published Work by Our DBA Students

**The Ethical Compass:** An upGrad Learner Explores Decision Science in India's Business Landscape

[Source](#)

**Govern Like a Twin:** Simulate. Validate. Elevate: says upGrad Learner in his Thesis

[Source](#)

**Disruptive Innovation:** Why Leading Companies Thrive or Fail

[Source](#)

**Frugal Innovation:** How Emerging Space Markets are Redefining the Space Race

[Source](#)

### 3. Industry Professor

Give back your entire career's worth of wisdom, and inspire the leaders of tomorrow. Teach as an industry expert, in top UGC-recognized universities, by seamlessly pivoting to academia without stepping away from your professional role. Cement your legacy as an icon who not only led the industry but inspired the next generation.

### 4. Product Creator

Get a clear, practical path from tech leaders who've turned ideas into products. Productise your ideas and turn concepts into business growth. Spot opportunities to solve real challenges using emerging tech! Design winning strategies, prototype and pilot quickly with no-code tools to earn leadership buy-in. Track ROI, create impact!

### 5. Patented Innovator

Protect the innovations born out of your doctoral research, with our network of top tier law firms specialising in Intellectual Property. From thorough patentability analysis to defining a unique defensible space, to drafting claims using precise legal language to build an ironclad IP that transforms your brilliance into bankable value.

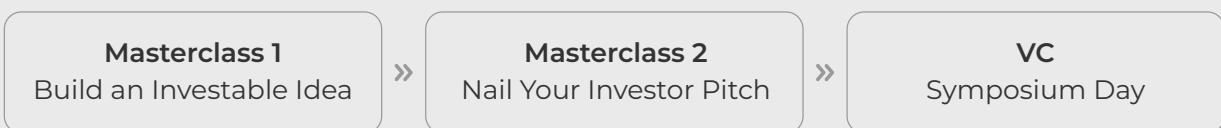
#### The upGrad advantage for Patent Grants



### 6. Funded Entrepreneur

Get direct mentorship from established VCs and Founders. Master the art of pitching your business via Silicon Valley storytelling and business models made to withstand the toughest of investor scrutiny. Then culminate your journey at our exclusive VC Symposium Day where you'll get to pitch to real investors with chequebooks in hand!

#### Your Roadmap from Vision to Venture Funding



\*Certain features may come at an additional cost



# *Program Information*

The **Doctor of Business Administration (DBA)** program is designed for professionals who want to further their career with the most advanced business degree program GGU offers. The DBA program addresses the learning needs and objectives of senior business managers, consultants and university professors. Its primary objective is to produce graduates who can contribute to the advancement of their professions and to the expansion of knowledge and awareness of contemporary strategic issues and practices.

Our curriculum has a three-tiered focus. Students examine current theories, practices, and issues in business; train in research methods; and study the relationships between business and social and global issues. We believe doctoral students must be adept in all these areas to be successful contributors to the expansion of knowledge and improvement of business practices. For the dissertation, students conduct original research on a topic of current importance and personal interest. The dissertation should impact and help illuminate the strategic issues they face in their professions.

The program encourages students to accept the added responsibility of a shared commitment to the advancement of their professions and to upholding the highest ethical standards in the private or public sector.

# *Program* Highlights



## Accreditation

GGU is accredited by WASC Senior College and University Commission, the organization that accredits universities in California and Hawaii, including Stanford, University of San Francisco, UC Berkeley, UCLA and more.



## Live Interactive Classes

Academic support offered from faculty members, teaching assistants, and your peers across the world.



## Interact with Global Leaders

Network with Golden Gate University's 70,000+ alumni base which includes legal experts, entrepreneurs, mayors, NASA astronauts, scholars, practitioners and C-suite professionals of global organizations.



## Affordable Fees

Through hybrid learning and available scholarships, students can reduce their fees for a GGU graduate degree by up to 70% off the cost of a full-time, on-campus degree.



## Skills Based Curriculum

Prepare to tackle real world business problems with a unique curriculum that incorporates theory alongside practical and relevant industry knowledge.



## Academic Credentials

Earn the same U.S. Degree awarded on campus.

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# *Student Learning Outcomes*

Graduates of the DBA program will achieve the program's primary objectives through the development of:

- A thorough knowledge of the scientific and scholarly research methods and their application in the business setting in a senior management position, as a consultant, as a professor at the university level
- Advanced critical thinking, conceptual and analytical skills
- A strong understanding of both the seminal theories and the latest practices in business management including an advance and intensive knowledge of theory and practice in one field of business
- Intensive knowledge of theory and practice in a chosen field of business or public management
- Advanced ability to use qualitative and quantitative tools to perform original applied research that advances business knowledge
- An appreciation of cultural, ethical, and global issues and their impact on business theory and practices
- Advanced skills necessary for effective decision-making in complex environments through integrating theoretic insights with practical knowledge

# *Faculty*



## ***Dr. Mickey P. McGee***

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Dr. Mick McGee is the Director of the Doctor of Business Administration (DBA) Program at the Golden Gate University. He teaches courses in the DBA, MS Leadership and the Executive Masters of Public Administration (EMPA) Programs. He is a retired US Army Officer and was on the personal staff of GEN Colin L Powell. He has also held several prestigious positions in organizations such as the US Naval Postgraduate School and HSBC Bank North America. He has also received several awards from GGU for his teaching excellence as well as his outstanding scholarship of application, integration and discovery in research.



## ***Dr. Judith Lee***

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Dr. Judith Lee is a Tenured Professor and Dept. Chair of Business Innovation & Technology in the Ageno School of Business. A past recipient of the Nagel T. Miner Research Professorship focusing on Business Analytics Education, Judy has developed and taught Master of Science degrees in IT Management, Project Management, and Business Analytics. Judy has a BA in American History, an MBA in Management, and holds the degree of Doctor of Business Administration. She is also a certified Project Management Professional (PMP).

# *Faculty*



## ***Dr. Joaquin Gonzalez***

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For close to a decade, Dr. Joaquin Gonzalez was Commissioner of Immigrant Rights for the City and County of San Francisco and received special recognition of his public service from the U.S Congress. A five-time Research Excellence and a four-time Teaching Excellence (GGU, NUS, USF) awardee, Dr. Gonzalez' research is informed by his extensive professional experience working on public service reform projects and appointments with the International City/County Management Association, the World Bank, the Institute On Governance (Canada), the Inter-American Development Bank, USAID, State Department, the Asia Foundation, and the governments of Singapore, the Philippines, and China.



## ***Dr. Anitha Manohar***

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Dr. Anitha Manohar received her PhD in Finance from the University of South Carolina in 2009. Before joining Golden Gate University, she was an Assistant Professor of Finance at Quinnipiac University in Connecticut for four years and at Mercer University in Georgia for eight years. She has taught finance courses in Investments, Derivative Securities, Security Analysis, Corporate Finance, International Finance, Portfolio Theory and Financial Planning. She completed a research project with the Urban League of Southern Connecticut which examined the impact of education, employment, income inequality, affordable housing and health disparities on the quality of life for urban residents of Connecticut.



# *Program Curriculum*

CATEGORY	COURSES	CREDITS
<b>Foundation</b>	<ul style="list-style-type: none"><li>• Doctoral Research and Writing</li><li>• Quantitative Research Methods</li><li>• Qualitative Research</li></ul>	<b>12</b>
	<ul style="list-style-type: none"><li>• Qualifying Exam</li></ul>	
<b>Concentration</b> <i>(Choose any one)</i>	<ul style="list-style-type: none"><li>• Finance</li><li>• Leadership</li><li>• Business Analytics</li><li>• Marketing</li><li>• General</li></ul>	<b>12</b>
<b>Dissertation</b>		<b>32</b>
<b>Total Credits</b>		<b>56</b>

# Concentration Details

CONCENTRATION	COURSES	CREDITS
	<ul style="list-style-type: none"><li>• <b>Finance</b><ul style="list-style-type: none"><li>- Corporate Finance</li><li>- Financial Theory and Applications</li><li>- International Finance</li></ul></li></ul>	<b>4</b> <b>4</b> <b>4</b>
	<ul style="list-style-type: none"><li>• <b>Marketing</b><ul style="list-style-type: none"><li>- Marketing Management</li><li>- Consumer Behavior</li><li>- Digital Marketing and New Media</li></ul></li></ul>	<b>4</b> <b>4</b> <b>4</b>
<b>Concentration</b> <i>(Choose any one concentration of 12 credits)</i>	<ul style="list-style-type: none"><li>• <b>Leadership &amp; Strategy</b><ul style="list-style-type: none"><li>- Leadership Theory, Research and Application</li><li>- Strategic Leadership</li><li>- Leading Complex Change</li></ul></li></ul>	<b>4</b> <b>4</b> <b>4</b>
	<ul style="list-style-type: none"><li>• <b>Business Analytics</b><ul style="list-style-type: none"><li>- Managing Data as an Asset</li><li>- Operations Performance Management</li><li>- Application of AI in Solving Business Problems</li></ul></li></ul>	<b>4</b> <b>4</b> <b>4</b>

# PwC Directorship & Board Advisory Certificate

The Directorship & Board Advisory Certification is a specialized executive program designed for professionals aiming to transition into board-level roles. Delivered in collaboration with PwC India, this immersive program cultivates strategic thinking, ethical governance fluency, and boardroom confidence through live sessions, real-world simulations, and expert-led masterclasses.

The program comprises approximately 20 hours of live lectures, conducted through masterclasses led by PwC experts. The batch schedule will be communicated to learners well in advance.

## Program Outcomes

### Practical Board Skills:

Develop boardroom fluency, strategic thinking, and key frameworks necessary for effective boardroom preparedness.

### Stakeholder Influence:

Learn how to manage stakeholder expectations, enhance investor relations, and ensure strategic alignment with organizational vision and values.

### Governance & Compliance:

Gain deep insights into Indian and global corporate governance standards, legal responsibilities, ethical conduct, and risk mitigation strategies.



## CERTIFICATE OF COMPLETION

### Presented to

<student name>

for having completed the program  
on **Directorship & Board Advisory Certification**  
in association with PwC Academy  
issued on \_\_\_\_\_

A handwritten signature in black ink that appears to read "Mayank K."

Director, upGrad

Partner, PwC India

# *Curriculum* Overview

## An Overview of the Modern Board

Introduction to the Board of Directors and modern boardroom dynamics, covering roles and responsibilities, legal obligations, disqualifications, powers, ethical frameworks, “officer in default,” D&O insurance, and other safeguards.

## Corporate Governance, Ethics & Regulatory Frameworks

Explore global and Indian governance standards, best practices, participation frameworks, taxonomy, transparency, integrity, and ESG foundations.

## Finance & Risk for Board Oversight

Understand strategic finance and risk, including directors' responsibilities, red flags in financials, audit committees, internal controls, and related obligations.

## Digital, Cyber & M&A Readiness

Examine the board's role in digital transformation, AI, cybersecurity, and M&A evaluation, including regulator perspectives.

## Independent Directors – Risks and Rewards

Learn about regulatory requirements for Independent Directors, enrollment in the Independent Director Databank, qualifications and disqualifications, code of conduct, related party transactions, and director responsibilities.

## Stakeholder Engagement & Investor Relations

Master stakeholder mapping, effective communication, board dynamics, decision-making processes, investor expectations, and strategic engagement.

## Final Project: Board Simulation & Readiness Presentation

A hands-on simulation project to demonstrate boardroom readiness and application of program learnings.

# PwC Program Experts

## Manisha Narang



Manisha Narang, Subject Matter Expert, is a seasoned Company Secretary with over 20 years of expertise in corporate governance, regulatory compliance, board advisory, and cross-border business structuring. She specializes in guiding boards, managing risk, enabling regulatory clarity, and supporting M&A, NBFC licensing, and global market entry for leading organizations.

## Shekhar Chopra



Shekhar Chopra, Subject Matter Expert, is a qualified Company Secretary with 15+ years of experience in corporate governance, M&A, board advisory, and regulatory compliance. He has led governance frameworks, board evaluations, risk management, and shareholder engagement across top firms including Deloitte, EY, and SRL Diagnostics.

\*List of all faculty teaching in the PwC program will be shared with the students before the start of the sessions.

# *—* *Program Details*



## **Program Start Date**

Please refer to the website  
for the program start dates



## **Program Duration**

36 months



## **Program Fee**

Please refer to the program  
page for more details



## **Eligibility**

Master's Degree (or equivalent)  
or Bachelor's Degree with 5+  
years work experience.



# Scholarships offered by



GOLDEN GATE UNIVERSITY  
SAN FRANCISCO

upGrad

GGU has been at the forefront of making higher education affordable and accessible to all, primarily working professionals. We prepare graduates to lead and serve through high-quality, practice-based educational programs.

Since our first San Francisco night classes in 1901, GGU has been a supporter of self-made individuals. GGU scholarships are available for students who seek to gain a new perspective on the changing landscape of business administration.

**\$100M**  
**Scholarship Fund**

**70%**  
**Scholarships Available**  
**for 5,000 Students**



**Ronnie Screwvala**

Co-founder and Chairman

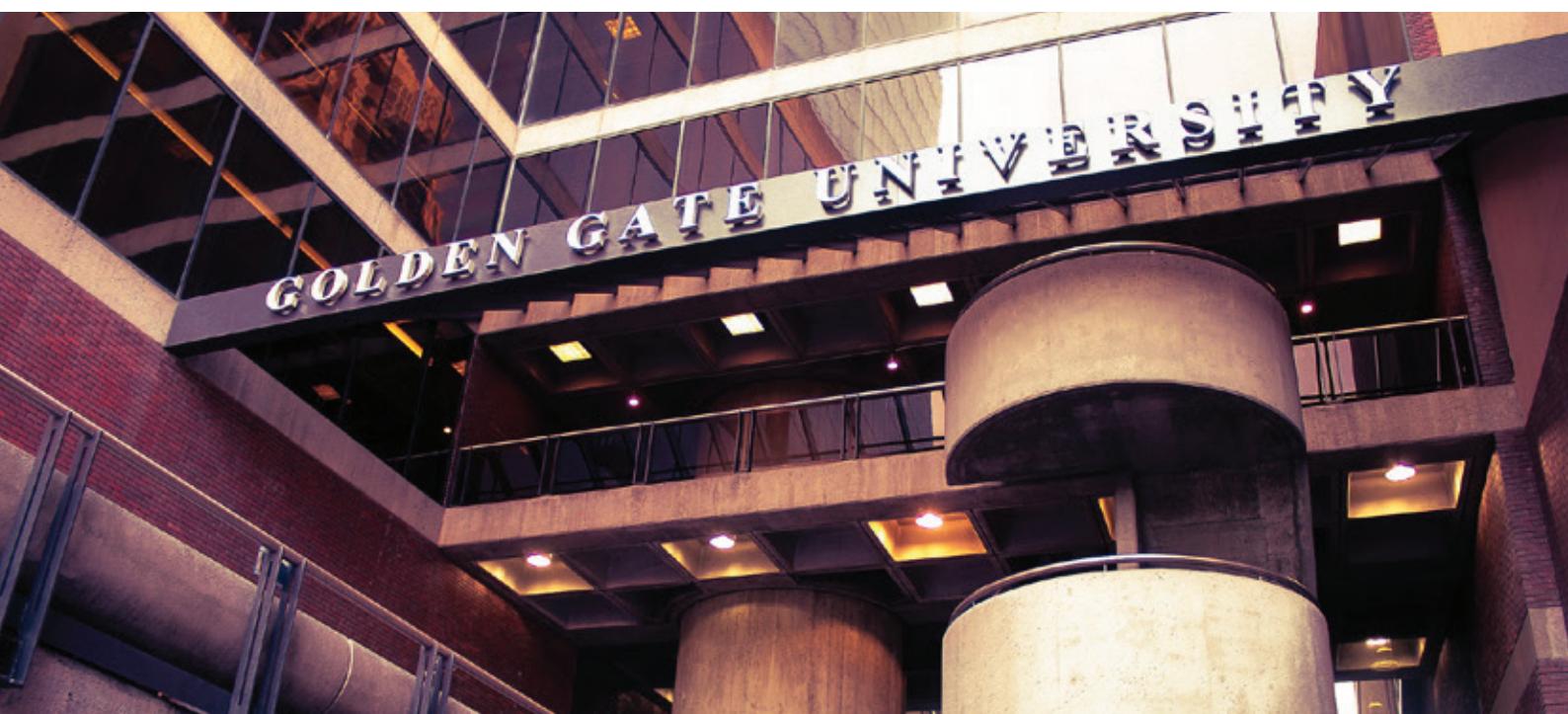
upGrad

The scholarship helps motivated students gain industry-relevant knowledge and transferrable skills that employers want. Today, fewer than 30 million Indians pursue advanced degrees. Online + hybrid education is the real answer for working professionals who want to advance their careers with a degree from a San Francisco-based university.



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# *Life* at Golden Gate University - San Francisco



The GGU campus is in the heart of San Francisco's thriving high-tech and financial district, an epicenter of global innovation. With neighbors like Salesforce, LinkedIn, Airbnb, Pinterest, and Twitter, a GGU degree helps unlock opportunities with the world's leading employers. San Francisco consistently ranks among the best cities in the U.S. and the world. Home to a booming economy, delightful weather, world class food, arts and culture, plus endless options for active outdoor living, the Bay Area is one of America's most popular cities to visit, work, and live. Our notable alumni are leaders in business, tax, law, technology, government, healthcare and higher education across the globe.

# *Immersion* program

GGU's immersion program offers students an opportunity to study on the San Francisco's campus. Nestled in the financial district, GGU's campus is surrounded by some of the top global

technology and consulting firms. An in-person immersion is ideal for a student who is ready to take their career to the next level and impact their industry in a meaningful way on a global scale.



Learn from scholar professionals with work experience in the San Francisco Bay Area, including Silicon Valley



Take advantage of world-class art, culture, and food in San Francisco



Network with GGU faculty who can guide your career



GGU will share the immersion calendar at the start of the program



On campus classes with other GGU students

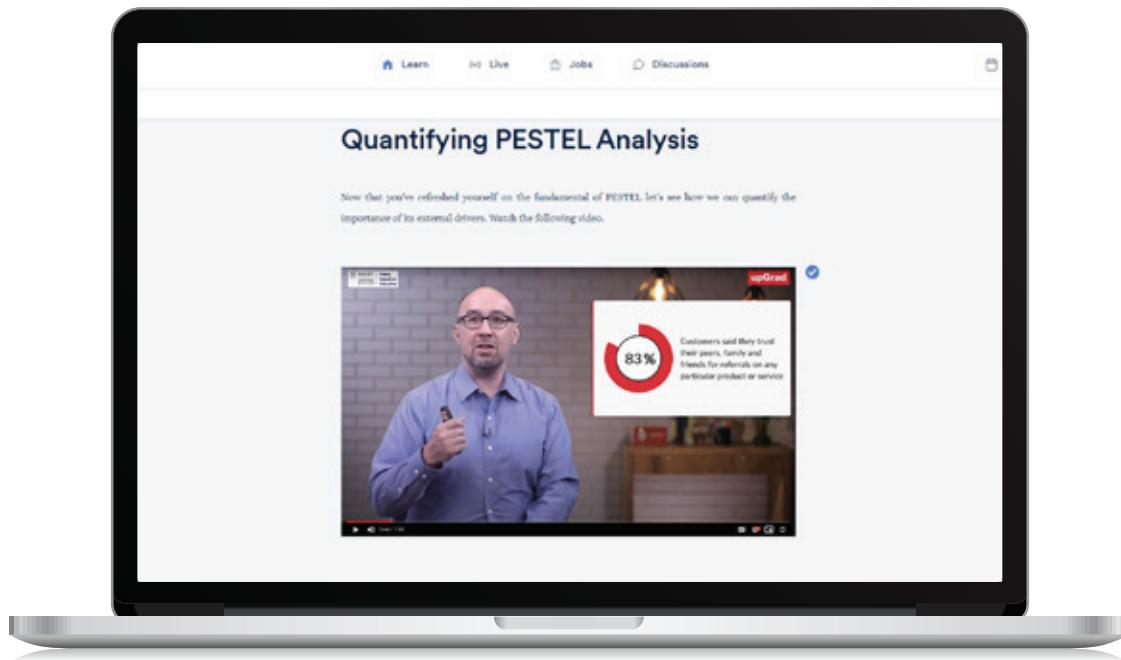


Offered twice annually, with dates added at the start of each program term

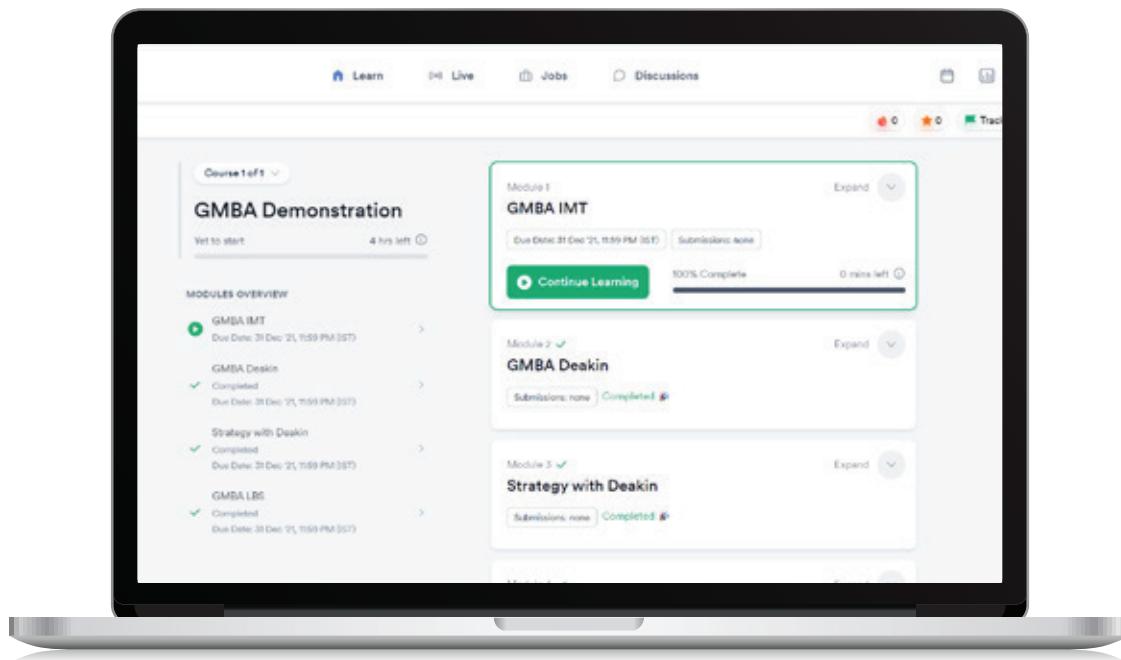


Network with a diverse group of students from over 48 countries

# *A glimpse* of the upGrad platform



## Teaching Faculty



## Learning Platform Navigation

*\*Note: Images here are not a reflection of this program.  
Please reach out to an admissions counselor for a real-time demonstration of the learning platform.*

# *Career* Support

We maintain a steadfast commitment to supporting Golden Gate University students on their career journeys. We strive to help graduates find meaningful, impactful work that will further their goals.

With GGU's industry network from the San Francisco Bay Area, including leading Silicon Valley and Fortune 500 companies, our career services program offers a wide range of services.

Available to GGU students:



## 1:1 Mentorship

- Guidance on career paths offered from corporate experts in a variety of fields
- Career coaches offer overall personal and professional growth



## Profile Building

Resources available for resume building, LinkedIn profile updates, job searches, interview preparation, and salary negotiation



## Global Network

Access to 300+ upGrad's hiring partners and GGU's San Francisco-based network of more than 50,000 alumni on LinkedIn



## Continued Access

- Access to career coaches and industry connection sessions following program completion
- Accelerated career growth prospects through mentors



## Company-specific Presentation

Get company specific guidance to ensure that you're interview ready

# upGrad

 [upgrad.com](http://upgrad.com)

For further details, **contact**



[admissions@upgrad.com](mailto:admissions@upgrad.com)



**+91-804-560-4032**

\*For International Residents



**+91-8068-792-911**

\*For Indian Residents Only

\*We are available 24\*7

**upGrad**



# **Doctorate of Business Administration**

## **from Rushford Business School**



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**Program Learning Objectives**

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**Glimpse of the upGrad platform**

# ABOUT UPGRAD

upGrad is an online education platform to help individuals develop their professional potential in the most engaging learning environment through a wide range of programs designed to improve their expertise. upGrad collaborates with top-class universities across the world including Duke CE, IIM Kozhikode, IIIT Bangalore, Deakin Business School,

Wharton, Liverpool John Moores University, and University of Maryland among others. upGrad has been Ranked #1 in the LinkedIn Top Start-ups for four consecutive years. upGrad made it to the GSV Global EdTech 50 List 2020 and received the Best Communication and Teaching Platform in the Education Innovation Awards 2020.



**Our aim is simple:**  
We strive to create high-impact, hands-on experiences that prepare students for meaningful and productive careers.

**Ronnie Screwvala**  
Co-founder and Executive Chairman  
**upGrad**

# The upGrad Advantage:

## Six leadership outcomes only we deliver

We provide a full range of post-doctoral services. Much like a concierge, we work tirelessly in the background so you can focus on your doctoral experience, while we open up a bouquet of stellar outcomes for you.



### 1. Boardroom Consultant

Earn a revered PwC Directorship and Board Advisory Certification, and be an officially recognised, force-to-reckon-with, in the eyes of board nomination committees and executive search firms. Signal your fluency across board-level matters to the world of corporate governance. From risk and compliance, to mergers and acquisitions, to environmental and societal governance.



### 2. Published Author

Transform your doctoral dissertation into a book or in a journal, and position yourself as a published thought leader in your domain. Become a top voice even in the real world. Be quoted by trade media, and be invited to panels at conferences. Learn storytelling from published authors. Turn your “someday I’ll write a book about this” into today!

#### Published Work by Our DBA Students

**The Ethical Compass:** An upGrad Learner Explores Decision Science in India's Business Landscape

[Source](#)

**Govern Like a Twin:** Simulate. Validate. Elevate: says upGrad Learner in his Thesis

[Source](#)

**Disruptive Innovation:** Why Leading Companies Thrive or Fail

[Source](#)

**Frugal Innovation:** How Emerging Space Markets are Redefining the Space Race

[Source](#)

### 3. Industry Professor

Give back your entire career's worth of wisdom, and inspire the leaders of tomorrow. Teach as an industry expert, in top UGC-recognized universities, by seamlessly pivoting to academia without stepping away from your professional role. Cement your legacy as an icon who not only led the industry but inspired the next generation.

### 4. Product Creator

Get a clear, practical path from tech leaders who've turned ideas into products. Productise your ideas and turn concepts into business growth. Spot opportunities to solve real challenges using emerging tech! Design winning strategies, prototype and pilot quickly with no-code tools to earn leadership buy-in. Track ROI, create impact!

### 5. Patented Innovator

Protect the innovations born out of your doctoral research, with our network of top tier law firms specialising in Intellectual Property. From thorough patentability analysis to defining a unique defensible space, to drafting claims using precise legal language to build an ironclad IP that transforms your brilliance into bankable value.

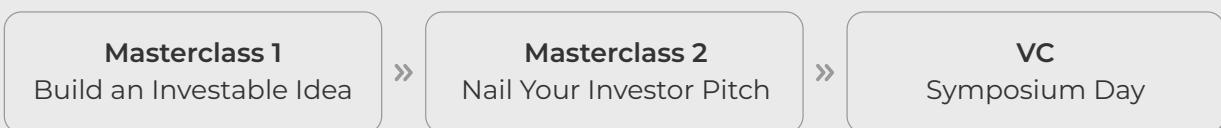
#### The upGrad advantage for Patent Grants



### 6. Funded Entrepreneur

Get direct mentorship from established VCs and Founders. Master the art of pitching your business via Silicon Valley storytelling and business models made to withstand the toughest of investor scrutiny. Then culminate your journey at our exclusive VC Symposium Day where you'll get to pitch to real investors with chequebooks in hand!

#### Your Roadmap from Vision to Venture Funding



\*Certain features may come at an additional cost

# **ABOUT RUSHFORD BUSINESS SCHOOL**

The Rushford Doctor of Business Administration (DBA) is a 180 ECTS credits doctoral program designed to equip business students, managers, practitioners, and leaders with high-level knowledge, research, and analytical skills so that they can apply these personal and professional attributes to solve the most complex business problems. In contrast to programs at the master level,

the DBA program focuses on the application of theory to real-world business challenges. Students are expected to go through a transformative learning process that enhances their research skills, so they view business situations differently with an emphasis on applying research methods and finding solutions that lead to organizational efficiency, growth, and long-term sustainability.

## **AIM OF THE PROGRAM**

The Rushford DBA program focuses on applied research so that executives, managers, and practitioners can start applying what they learn in Business and the chosen specialization in the program in their organizations in real-time. We focus on ensuring that our

students develop a very high level of expertise in all areas of business and management. The coursework will also focus on the enhancement of research skills, writing skills, presentation skills, critical and analytical thinking skills, and change management skills.



# **LEARNING OUTCOMES**

## **The doctoral candidates will be able to:**

Interpret the existing situation, implement relevant business

- models to interpret the new scenarios to create new paradigms of knowledge.
- 

- Research and extend existing literature to promote the discipline's evolution to the next level.
- 

Acquire the body of knowledge in a systematic manner that enables

- the adequate comprehension and develop in-depth understanding of the discipline under consideration that allows them to evaluate further information in a critical manner.
- 

Design an appropriate research methodology which synchronizes

- with the research topic and allows derivation of suitable recommendations which have been justified.

# PROGRAM LEARNING OBJECTIVES



Apply research methodologies to study the business situations and address business challenges

---



Conduct primary and secondary research to understand business challenges

---



Apply deep understanding of relevant business and financial theory and practices to predict outcomes

---



Develop a high level of command over business communications

---



Articulate complex ideas, strategies, plans, and tactics in a clear and effective manner

---



Develop a high level of proficiency in creating meaningful reports that use data collection, data cleaning, data interpretation, and engaging reporting with the use of data visualization

---



Engage in academic and professional research activities that may lead to publications in peer-review journals

---



Develop high-level of proficiency in applying robust research methodologies, designing and conducting study in producing a thesis at the end of the program as part of the requirement for the conferring of the doctorate qualification.

# ACCREDITATION & COLLABORATION



## EDUQUA Certified

Rushford is certified by EduQua, which is an agency of the Swiss government to monitor the quality of higher education institutions in Switzerland.



## 5 Star QS Rating

Rushford has received an overall rating of 4 stars in the QS Stars rating system, with 5 stars in online learning and teaching.



## ACBSP Member

Rushford has a membership of Accreditation Council for Business Schools & Programs



## BGA MP

Rushford Business School is Business Graduates Association member



## IACBE Educational Member

Rushford Business School is IACBE Educational Member which promotes accountability among institutions by requiring them to regularly assess and report on the effectiveness of their business programs

## Membership



## UN PRME Member

PRME equips today's business students with the understanding and ability to deliver change tomorrow.



## AACSB Member

AACSB International is a global association of leaders in education and business dedicated to supporting and advancing quality business education worldwide

# PROGRAM HIGHLIGHTS



9 Specialization options to choose from



Same alumni status as on-campus students



1:1 Thesis mentorship sessions



Live sessions with Rushford Business School Faculty



180 ECTS credits

# FACULTY



**Tufail Syed**  
Founder and President  
at Rushford Business  
School and James Lind  
Institute



**Dr. Kanika Gupta**  
Chief Academic  
Officer Rushford  
Business School



**Bradley Joblin**  
Phase I-IIb Study Design  
and Clinical Development  
Strategy Advisor  
Armstrong Clinical



**Prof. Flavio Gazzani**  
Professor  
at Rushford Business School



**Micheal Epping**  
Director  
Finance2stayGmbH



**Dr. Viana Hassan**  
Business Academic  
leader and Lectures



**Dr. Vincent English**  
Professor of  
International Business  
and Strategic  
Management

# PROGRAMME CURRICULUM

ECTS credits	Tracks	Courses
30	<b>Business Management Track</b>	Managerial Skills Cutting Edge Leadership Managerial Economics International Business Environment Accounting for Financial Reporting Strategic Management: Integrating the enterprise
30	<b>Specialization Track</b>	Choose 6 courses from Specialisation tracks Introduction to Academic Research The landscape of Literature Review Research Design
30	<b>Research Track</b>	Business Statistics Designing a quantitative research methodology Designing a qualitative research methodology

## ECTS Tracks

20 **Written Proposal Defence** 5000 words

10 **Doctoral Residency**

10 **Reflection and Minutes of the meeting with the Supervisor**

10 **Report Writing**

40 **Written Dissertation and Oral Defence**



# **SPECIALISATIONS OFFERED**

**GENERAL**

**INTERNATIONAL BUSINESS**

**FINANCE**

**HEALTHCARE MANAGEMENT**

**HUMAN RESOURCE MANAGEMENT**

**DATA SCIENCE**

**MARKETING**

**SUPPLYCHAIN MANAGEMENT**

**BUSINESS ANALYTICS**

**Note: All additional specializations will be subject to approval on an individual basis**

# PwC DIRECTORSHIP & BOARD ADVISORY CERTIFICATE

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## Program Outcomes

### Practical Board Skills:

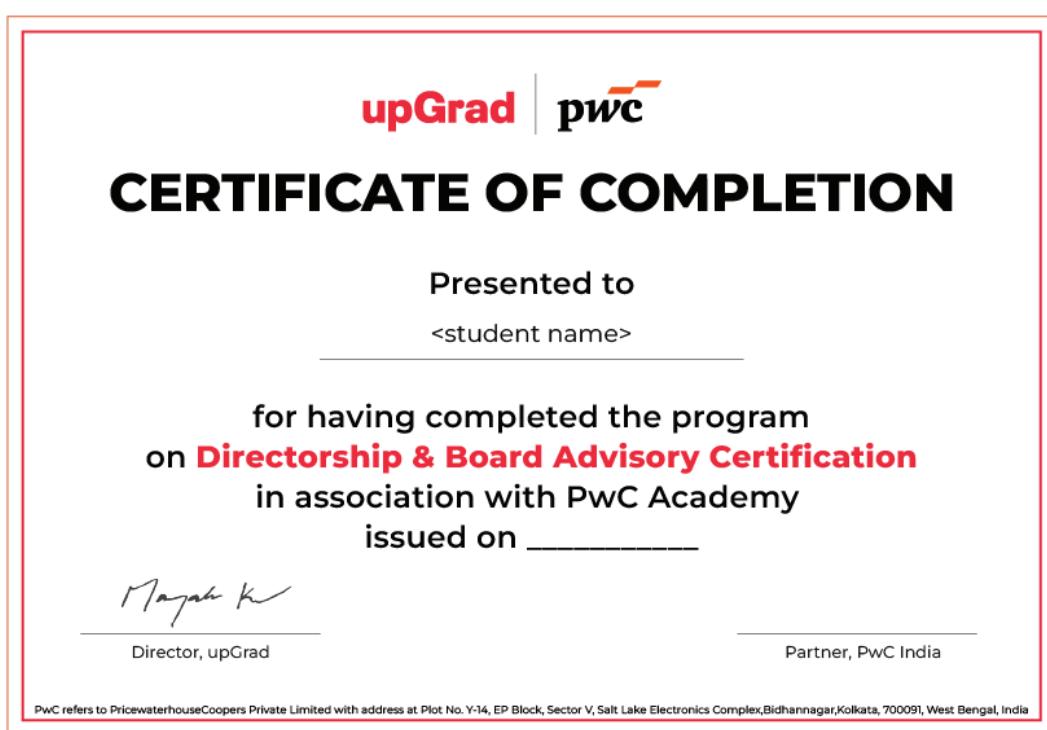
Develop boardroom fluency, strategic thinking, and key frameworks necessary for effective boardroom preparedness.

### Stakeholder Influence:

Learn how to manage stakeholder expectations, enhance investor relations, and ensure strategic alignment with organizational vision and values.

### Governance & Compliance:

Gain deep insights into Indian and global corporate governance standards, legal responsibilities, ethical conduct, and risk mitigation strategies.



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## Stakeholder Engagement & Investor Relations



Master stakeholder mapping, effective communication, board dynamics, decision-making processes, investor expectations, and strategic engagement.

## Final Project: Board Simulation & Readiness Presentation



A hands-on simulation project to demonstrate boardroom readiness and application of program learnings.

# PwC PROGRAM EXPERTS

## Manisha Narang



Manisha Narang, Subject Matter Expert, is a seasoned Company Secretary with over 20 years of expertise in corporate governance, regulatory compliance, board advisory, and cross-border business structuring. She specializes in guiding boards, managing risk, enabling regulatory clarity, and supporting M&A, NBFC licensing, and global market entry for leading organizations.

## Shekhar Chopra



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# PROGRAM DETAILS



## Program Duration

36 months



## Program Start Date

Please refer to the website for the program start dates



## Program Fees

Please refer to the website for the program fee, and connect with our counselor to ascertain your scholarship eligibility



## Eligibility

Bachelor's with 3 year experience or Master's



## Weekly Commitment

15 hrs/week

(only for the first year before the start of dissertation phase)

## Selection Process:



### STEP-1:

#### Complete your Application

Fill the details required for your successful application.



### STEP-2:

#### Review and Shortlisting of Suitable Candidates

The admissions committee will review your application. Upon selection, an offer letter will be sent to you confirming your admission to the Doctorate in Business Administration from Rushford Business School

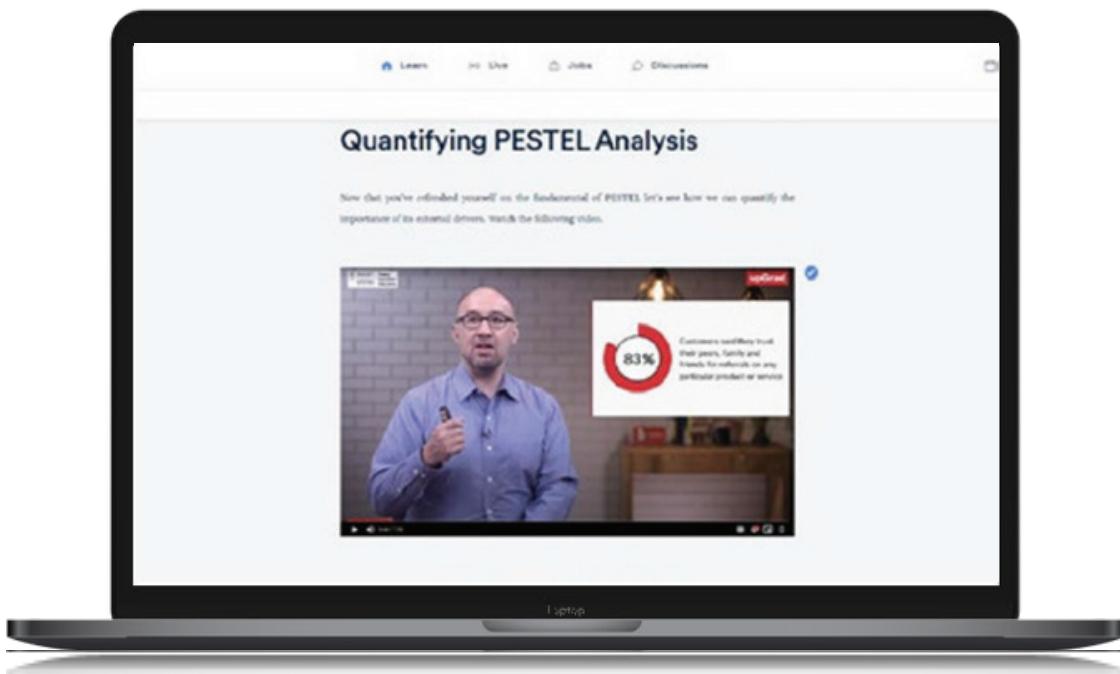


### STEP-3:

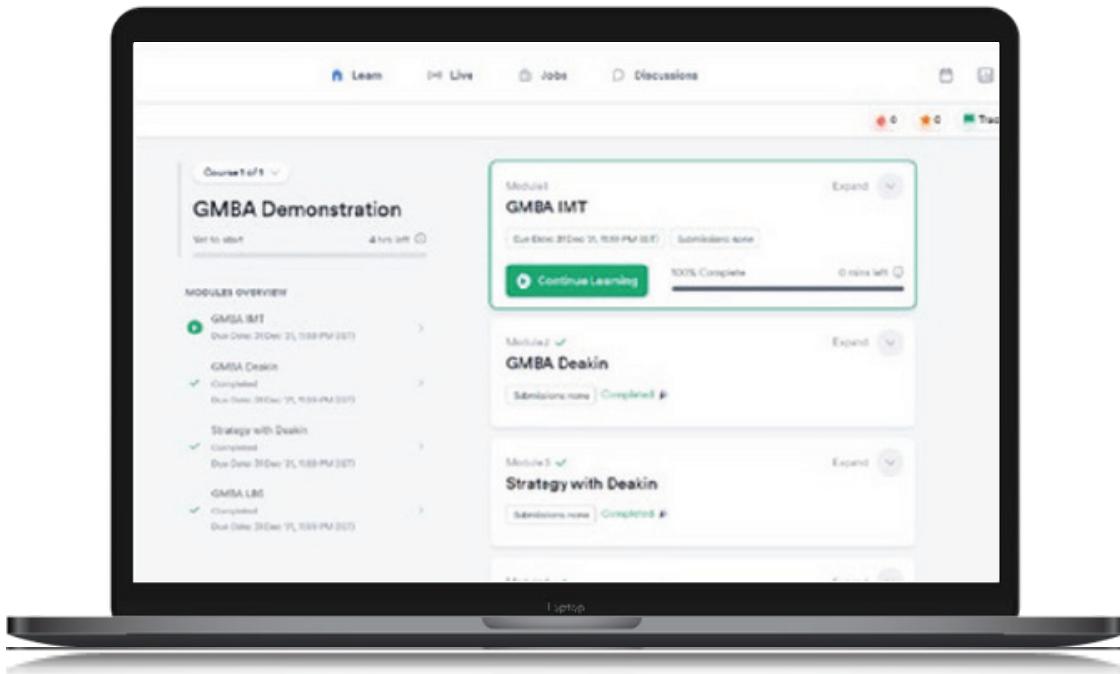
#### Claim your Doctoral Candidacy

Claim your candidacy by paying the block amount. You may also avail assistance from our loan partners. Your journey to be a doctorate, begins now!

# GLIMPSE OF THE upGrad PLATFORM



## Teaching Faculty



## Learning Platform Navigation

# upGrad

 [upgrad.com](https://upgrad.com)

For further details, **contact**

 [admissions@upgrad.com](mailto:admissions@upgrad.com)  **1800 210 2020**

We are available 24\*7

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upGrad Education Private Limited. Nishuvi, 75, Dr. Annie Besant Road Worli, Mumbai - 400018, India.

Disclaimer: Program fee and payment options are subject to change. Please refer to the website for updated details or speak to our admission counselor.