





DOCTOR OF BUSINESS ADMINISTRATION DISSERTATION MANUAL

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CHAPTER 1

INTRODUCTION

1.1 DBA Dissertation Manual

AHIBS's DBA curriculum is designed based on thorough observation of industry/organization's issues. DBA research focuses on solving the problems in the industry/organizations innovatively and relevance to the needs of the organization. In this manual, some basic guidelines are discussed in order to provide better understanding about the preparation of the DBA dissertation. However, the students are required to follow UTM thesis manual for detail discussion on *binding*, *formatting*, *notes* and *footnotes*, *referencing style* and other basic requirement.

1.2 Objectives

The objective of the DBA dissertation is to partially fulfill the requirements for the award of the degree of Doctor of Business Administration (DBA). The weightage of the research component and the course work is 50:50 where students are required to undertake 42 credits (14 courses x 3 credits) prior to start the research (40 credits). The structure of the 42 course is as follows:

- 3 courses: Research skills related
- 4 courses: Elective
- 1 course: University elective
- 6 courses: Core courses

1.3 Scope

The focus of the DBA dissertation is more on contributing to the practices rather than theory. Although, the rigor of the DBA dissertation should meet the expectation of the doctoral level, it differs from PhD thesis in several aspects. The basic differences between PhD thesis and DBA dissertation is highlighted in Table 1.1.

	PhD Management Thesis	Doctor of Bus. Admin. Dissertation
Primary purpose Students Profile	Prepare students to carry out scholarly research relevant to management theory and practice. Starting point for research – literature gap Normally individuals who want	Prepare students to carry out research- based on professional practice Starting point for research – business or managerial problem that is experienced by organizations. Normally senior managers who want
	to prepare themselves for a research career.	to advance in their careers by learning to solve business problems through advanced critical reasoning.
Foundational preparation	 Research theory and methods Discipline content	 Research theory and methods Discipline content
Nature of report	Research thesis addressing a research problem acknowledged as significant by the scholarly peer community	Doctoral dissertation addressing a practical problem, usually in the student's workplace, acknowledged as significant by scholarly and practical stakeholders
What Must be There in research Proposal	 Research problem and its importance Expected significance of the work Background research Research plan and methods Evaluate by scholarly examiners or academician 	 Current situation description and problem to solve Desired outcome and its significance to key stakeholders Background research Research plan, Implementation plan and methods Evaluate by a panel including academician and qualified practitioners
Evaluation criteria for final thesis/dissertation exercise	 Intellectual and methodological soundness Novelty and significance of research theoretical contribution Adherence to scholarly peer community norms 	 Intellectual and methodological soundness Success of and learning from project/best practices Adherence to intellectual and ethical norms
Common forms of documentation	PhD Thesis	DBA Dissertation

Table 1.1: The differences between DBA dissertation and PhD thesis

1.4 The Process Flow of DBA Journey

Being a DBA candidate, it is required to understand the whole process starting from registration to submission of the dissertation. The process flow of the DBA journey is outlined in Figure 1.1.



Figure 1.1: The process flow of the DBA journey

CHAPTER 2

ORGANIZATION OF THE THESIS

2.1 Dissertation Status Declaration

Dissertation status declaration needs to be done using Dissertation Status Declaration form issued by Perpustakaan Sultanah Zanariah (PSZ), i.e., PSZ 19:16 (Pind. 1/07) form as showed in Appendix A. For more detail information, kindly see the UTM thesis manual.

2.2 Arrangement of Parts in a Dissertation

Students should adhere to the suggested arrangement of parts outlined in this section. More detail information is provided in Table 2.1.

Section	SUBJECT	STATUS	EXAMPLE (APPENDIX)	NOTES
	Blank paper	-	-	-
1.3	Declaration of the Status of Thesis	compulsory	А	without page number
1.3	Letter regarding status classification of thesis	compulsory	В	needed if classified as confidential/ restricted
1.4.1	Supervisor's declaration	compulsory	C1	without page number
1.4.2	Declaration on cooperation Certification of examination	compulsory	C2	without page number
1.5	Title page	compulsory	D	without page number but counted as (i)

1.7	Declaration of	compulsory	F	page number
	originality and exclusiveness			using Roman numeric (ii)
1.8	Dedication	optional	G	page number using Roman numeric (if any)
1.9	Acknowledgement	optional	Н	page number using Roman numeric (if any)
1.10	Abstract (English) Abstrak (Bahasa Melayu)	compulsory	I, J	page number using Roman numeric (if any)
1.11	Table of Contents	compulsory	К	page number using Roman numeric
1.12	List of Tables	compulsory	L	page number using Roman numeric
1.13	List of Figures	compulsory	М	page number using Roman numeric
1.14	List of Symbols/ Abbreviations/Notation/ Terminology	compulsory	Ν	page number using Roman numeric
1.15	List of Appendices	compulsory (if any)	0	page number using Roman numeric (if any)
1.16	Text	compulsory	-	page number using Arabic numeric starting with page 1
1.17	References	compulsory	-	page number using Arabic numeric continue from the text
1.18	Appendices	optional	-	page number using Arabic numeric continue from the text

2.3 Dissertation Topics and Title

The topic of the dissertation should be grounded in a problem faced by managers and organizations (industry oriented, practical oriented) and that the results of the research should make a contribution to improving existing practice (focused on solving issues faced by organizations). The starting point for a DBA research is a live business or managerial problem that is being experienced by the organizations. The DBA research should fall within a specific subject area within business and/or management such as business innovation, management/human capital, marketing/entrepreneurship, technology/economics, accounting and finance.

The dissertation title should not exceed more than 15 words. The title should not contain formulas, symbols or subscripts, Greek letters, or other non-alphabetical symbols; rather word substitutes are used.

2.4 Abstracts

Abstracts must be bilingual. For a dissertation written English language, the abstract must first be written in English followed by Bahasa Melayu. The abstract should not exceed 300 words and should be placed in one page. It can be written using single or one and half spacing. Example can be seen in Appendix J.

2.5 Table of Content Page

The table of content page should start on a new page. It should list all sections, chapters and sub-headings. The titles must be written using the same words as those written in the text. The example of a content page is provided in Appendix K.

2.6 Other Requirements about the Dissertation Organization

Examples of the title page (Appendix D), statement of award for the thesis (Appendix E), dedication page (Appendix F), acknowledgment (Appendix H), list of tables (Appendix L), list of figures (Appendix M), list of appendices (Appendix O), quotation in the text (Appendix P), tables in the text (Appendix Q), sample of numbering a chapter and sub-

heading in the chapter (Appendix R) and sample of a reference list using author and year system (Appendix S) are shown in Appendices.

CHAPTER 3

SIZE AND FORMAT

3.1 Paper and Size

The DBA dissertation should be printed in high quality paper. White simile 80 gram high quality A4 size papers (210 x 297) must be used.

3.2 Margin

All pages should be set with the same margin. The left margin should be 4cm (for binding purposes) and 2.5 cm for the top, right and bottom margins.

3.3 Pagination

Each page of a dissertation must be counted and numbered. Pages should be numbered consecutively. The page numbers should be printed at the top right hand corner, 1.25cm from the top edge and 2.5cm from right edge. For more detail information, kindly see UTM Thesis Manual, Chapter 2.

3.4 Maximum Limits

The minimum length of a DBA dissertation can be 40,000 words which is equivalent to 160 pages. Maximum number of pages for a dissertation is as follows:

Text only:	50,000 words (160 to 200 pages; text only - without references and
	appendices)
Total:	62,500 words (160 to 250 pages; total - including references and
	appendices)

3.5 Other Requirements Related to Size and Formatting

Detail discussion and instruction about numbering the chapters and sub-sections, typing, spacing and format, computer printed copy, lettering and drawing, binding, cover colour and writing, front cover and spine can be obtained from UTM Thesis manual, chapter 2.

CHAPTER 4

GUIDELINE OF BASIC CHAPTERS

4.1 Basic Components of a DBA Dissertation

The basic chapters of a DBA dissertation are as follows:

Chapter 1:	Introduction
Chapter 2:	Literature Review
Chapter 3:	Methodology
Chapter 4:	Analysis and Findings
Chapter 5:	Discussion and Conclusion

The possible sub-headings and discussion agenda that can be considered under each chapter are shown in Table 4.1. However, the students should organize the sub-headings with the discussion and guidance of their supervisor(s).

CRITERIA	Main Topics
Chapter 1: Introduction	 Background of the study Problem Statement RQs and ROs Research scope Research Significance Definition of the study variables/terminologies Organization of the dissertation
Chapter 2: Literature Review	 Introduction Discussion on underpinning theory Discussion on the study variables/phenomena/issue Discussion on the overall conceptual design Chapter summary
Chapter 3: Methodology	 Introduction Research design Variables and measures Questionnaire design Sampling design

 Table 4.1: Suggested discussion agenda

	 Reliability and validity Data collection procedure Data analysis procedure Chapter summary
Chapter 4: Analysis and Findings	 Introduction Analysis and reporting and of findings (qualitative vs. quantitative) Chapter summary
Chapter 5: Discussion and Conclusion	 Introduction A brief summary of the findings Practical contribution Theoretical implications (if any) Research limitation and future research directions Conclusion

The problem statement in the DBA dissertation should be focused on practical or industrial-based. In line with the discussion of the problem statement, the research significance should also highlight in terms of practical or industrial. The discussion in the chapter should be made directly relevant to the problem area/statement. The discussion should be intended to further refine or justify the root cause of the problem.

In chapter 2, the discussion on variable(s) should emphasize on how the variables being embedded into the problem. Students should include previous studies on the variables/phenomenon. The structure is similar to PhD but the focus is problem-oriented or how to solve the problem.

Methodological choices should be appropriate to solve the problem or to answer research questions. The reporting of the findings should be relevant to the research problem and its structure should be similar to the PhD thesis.

The last chapter should be presented in a transparent manner. More focus should be given on managerial implications. It should highlight issues related to management practices. Also, it should display that the research has an impact on their professional practice. In addition, the practicality of the findings can be proofed through action plan that can be executed in reference to the management issue faced by the organisation.

In terms of research contribution, students should provide, (1) greater emphasis to the implications for managers and professional practice and (2) a detailed discussion on the applicability of the findings with respect to the professional practice of business. The discussion should provide a rich argument for why and how the findings are relevant to improved business practice. Additionally, accurate conclusions should be drawn from the data analysis techniques used.

APPENDIX A Example of Dissertation Status Validation Form

PSZ 19:16 (Pind. 1/07)

UNIVERSITI TEKNOLOGI MALAYSIA

D	ECLARATION OF DBA	DISSERTATION AND COPYRIGHT	
Author's full name Date of birth Title	:		
Academic Session	:		
I declare that this gradua	ate project is classified a	15:	
CONFIDENT	AL (Contains confid Act 1972)*	lential information under the Official Secret	
RESTRICTE	C C	cted information as specified by n where research was done)	
OPEN ACCES	SS I agree that my open access (fu	graduate project to be published as online ll text)	
C C	C C	alaysia reserves the right as follows: y of Universiti Teknologi Malaysia.	
2. The library of of research on	Universiti Teknologi I ly.	Malaysia has the right to make copies for the purpose	
	3. The library has the right to make copies of the graduate project for academic exchange Certified by :		
SIGNATURE		SIGNATURE OF SUPERVISOR	
(NEW IC NO./I	PASSPORT NO.)	NAME OF SUPERVISOR	
Date :		Date :	

NOTES :

* If the graduate project is CONFIDENTIAL or RESTRICTED, please attach the letter from the organization with period and reasons for confidentiality or restriction.

APPENDIX B Example of a dissertation status declaration letter

Date

Librarian Perpustakaan Sultanah Zanariah UTM, Skudai Johor

Sir,

CLASSIFICATION OF THESIS AS RESTRICTED -TITLE AND NAME OF AUTHOR'S -

Please be informed that the above mentioned thesis entitled "TITLE" be classified as RESTRICTED for a period of three (3) years from the date of this letter. The reasons for this classification are

(i) (ii) (iii)

Thank you.

Sincerely yours,

NAME, ADDRESS, TELEPHONE NUMBER OF SUPERVISOR

Note: This letter should be written by the supervisor, addressed to PSZ and a copy attached to the thesis

APPENDIX C1 Sample of supervisor's declaration

"I/We* hereby declare that I/we* have read this thesis and in my/our* opinion this thesis is sufficient in term of scope and quality for the award of the degree of Doctor of Business Administration"

Signature	:	
Name of Supervisor I	:	
Date	:	
Signature	:	
Name of Supervisor II	:	
Date	:	
Signature	:	
Name of Supervisor III	:	
Date	:	

*Delete as necessary

APPENDIX C2

Contoh pengesahan Sekolah Pengajian Siswazah/Fakulti/Agensi Kerjasama

Adalah disahkan bahawa projek penye	elidikan tesis ini telah dilaksanakan
kerjasama antara	dengan
Disahkan oleh:	
Tandatangan :	Tarikh :
* Jika penyediaan tesisipro}ek meliba	tkan ker}asama.
BAHAGIAN B - Untuk Kegunaan I	Pejabat Sekolah Pengajian Siswa
Tesis ini telah diperiksa dan diakui ok	eh:
Nama dan Alamat Pemeriksa Luar :	
Nama dan Alamat Pemeriksa Dalam :	
Nama Penyelia Lain (jika ada) :	
Disahkan oleh Timbalan Pendaftar di	SPS:
	Tarikh :
landatangan	101

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APPENDIX D Example of a title page



APPENDIX E Sample of statement of awards for dissertation

	-
1.	Bachelor Degree Project Report
	A report submitted in partial fulfilment of the
	requirements for the award of the degree of
	Bachelor of
2.	Master's Project Report (By course work)
	A project report submitted in partial fulfilment of the
	requirements for the award of the degree of
	Master of (specialisation)
3.	Master's Dissertation (By course work and research)
	A dissertation submitted in partial fulfilment of the
	requirements for the award of the degree of
	Master of (specialisation)
4.	Master's Thesis (By research)
	A thesis submitted in fulfilment of the
	requirements for the award of the degree of
	Master of (specialisation) .
5.	Doctor of Philosophy Thesis
	A thesis submitted in fulfilment of the
	requirements for the award of the degree of
	Doctor of Philosophy (specialization)
6.	Engineering Doctorate Thesis
	A dissertation submitted in partial fulfilment of the
	requirements for the award of the degree of
	Doctor of Engineering (specialisation)

APPENDIX F Sample of a dedication page

I declare that this thesis entitled " *title of the thesis* " is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

Signature	:	
Name	:	
Date	:	

APPENDIX G Sample of a dedication page

To my beloved mother and father

APPENDIX H Example of acknowledgement page



APPENDIX I Example of an abstract in Bahasa Melayu



APPENDIX J Example of an abstract in English



APPENDIX K Sample of a Table of Content Page

	2.5 cm		
	TABLE OF CONTENTS		
	ſ		
	4 baris		
CHAPTER	TITLE	PAGE	
DECL	ARATION	ii	
DEDIC	CATION	111	
ACKN	OWLEDGEMENT	iv	
ABST	RACT	v	
ABST	RAK	vi	< 25 cm
4 cm TABLI	E OF CONTENTS	vil	2.5 cm
LIST C	OF TABLES	xil	
LIST C	OF FIGURES	xiv	
LIST C	OF ABBREVIATIONS	xix	
LIST (OF SYMBOLS	xxi	
1 ORGAN	VISATION OF THE THESIS	1	
1.1 Defi	inition of a Thesis	1	
1.2 Org	anisation of the Thesis	1	
1.3 The	sis Status Declaration	1	
1.4 Dec	laration	3	
1.4.1	Supervisor's Declaration	4	
4 NOTES A	ND FOOTNOTES	33	
4.1 Genera		33	
4.2 Consis	-	33	
REFERENCES		35	
Appendices A - Y		37 - 62	

APPENDIX L Example of a List of Tables

		2.5 cm		
		LIST OF TABLES		
	TABLE NO.	TITLE4 line spacing	PAGE	
	2.1	The role of statistical quality engineering tools and methodologies	16	
	2.2	Basic ANN models used for control chart pattern recognition	47	
	2.3	General design strategies/structures for CCPR	49	
4 cm	3.1	The overall research plan	70	
← →	3.2	Parameters for simulating individual process variation data	75	2.5 cm
	3.3	Description of performance measures	92	
	4.1	Targeted recogniser outputs	103	
	4.2	Design matrix and results for the preliminary feature screening	108	
	4.3	Regression analysis for the results of preliminary feature screening	111	
	4.4	ANOVA for the results of preliminary feature screening	111	
	4.5	Tentative significant main effects and two-factor interactions	113	
	4.6	Estimated effects and regression coefficients for the recogniser's performance (reduced model)	116	
	4.7	ANOVA for the recogniser's performance (reduced model)	116	

APPENDIX M Example of a List of Figures

	۷	Example of a List of Figures		
		2.5 cm LIST OF FIGURES 4 line spacing		
	FIGURE NO.	. TITUE PA	GE	
	1.1	Trends leading to the problem	2	
	1.2	Design and development phases of the proposed scheme	7	
	1.3	Summary of the research contributions	10	
	1.4	Organisation of the thesis	11	
4 cm >	2.1	Chance and assignable causes of process variation (Montgomery, 1996a)	14	2.5 cm
	2.2	Classification of statistical quality engineering tools	15	
	2.3	Continuous variability reduction using SPC chart (Revelle and Harrington, 1992)	19	
	2.4	Classification of research areas in SPC	20	
	2.5	Advances in process variation monitoring and recognition using SPC charting	25	
	2.6	Nelson's runs rules (Nelson, 1984)	26	
	2.7	Typical fully developed patterns on Shewhart control chart (Cheng, 1989)	28	

APPENDIX N Example of a List of Symbols

	۷		Example of a List of Symbols	
			2.5 cm LIST OF SYMBOLS Inne spacing	
	D, d = =		diameter	
	F	-	Force	
	g	-	Gravity = 9.81 m/s	İ
	I	-	Moment of inersia	
	I	-	Length	
	m	-	Mass	
4 cm >	N	-	Rotational velocity	< 2.5 cm
-	р	-	Pressure	
	Q	-	Volumetric flow-rate	
	r	-	Radius	
	Т	-	Torque	
	Re	-	Reynold number	
	v	-	Velocity	
	w	-	Angular velocity	
	x	-	Displacement	
	2	-	Height	
	e	-	Angle	
	р		Density	
	2.5 cm			

APPENDIX O Example of a List of Appendices



APPENDIX P Sample of a quotation in a text



APPENDIX Q Sample of a table in the text

Ļ		APPENDIX Q mple of a table in the tex on of exprimental and com		1
	Distance Ratio	Experiment (mean value)	Computer Simulation (mean value)	
	0.125	0.25	0.137	
	0.250	0.46	0.560	
	0.375	0.63	0.738	
	0.500	0.75	0.861	
	0.625	0.83	0.939	
	0.750	0.88	0.981	
	0.875	0.93	0.997	
cm >	1.000	1.00	1.000	2.5 cm



APPENDIX R Sample of numbering a chapter and sub-heading in the chapter

APPENDIX S Sample of a reference list using author and year system

- Ahmad Zaki Abu Bakar (1989). Pemprosesan Teks Bahasa Melayu Untuk Pemahaman Komputer. Universiti Teknologi Malaysia: Tesis Doktor Falsafah.
- American Chemical Society ed. (1978). Handbook for Authors of American Chemical Society Publications. Washington, D. C.: American Chemical Society.
- Billings. S. A. (1980). Identification of Nonlinear Systems: A survey. Proc. Instn Electr. Engrs, Part D. 127(6): 272-284.
- Engineers Joint Council (1969). Thesaurus of Engineering and Scientific Terms. New York: Engineers Joint Council.

Martin, A. M. ed. (1991). Peat as an Agent in Biological Degradation of Waste. London: Elsevier. 314-362.

Puget, J. F. and Albert, P. (1994a). SOLVER: Constraints - Objects Descriptions. Technical Report. ILOG S. A.

Puget, J. F. and Albert, P. (1994b). A C++ Implementation of CLP. Technical Report. ILOG S. A.

Sheta, A. F. and De Jong, K.(1996). Parameter Estimation of Nonlinear Systems in Noisy Environments Using Genetic Algorithms. *Proceedings of the 1966 IEEE International Symposium on Intelligent Control.* September 15-18. Dearborn, Michigan: IEEE, 360-365.

Sukiman Sarmani (1987). Pencemaran Radioaktif. Dlm. Ahmad Badri Mohamad. Perspektif Persekitaran. Petaling Jaya: Fajar Bakti. 71-87.

Theusen, G. J. and Fabrycky, W. J. (1984). Engineering Economy. 6th edition. Englewood Cliffs, N. J.: Prentice-Hall.

Veres, S. M. (1990). Structure Selection of Stochastic Dynamic Systems. New York:

Gordon and Breach Science Publishers.

Note: Arranged alphabetically according to author's name.