



## Management Theory and Practice (15 ECTS)

### Contempences:

- a) Act as a strategic advisor to organisational stakeholders by translating theoretical models into actionable development paths for dynamic environments.
- b) Navigate organisational ambiguity by synthesising conflicting management perspectives to maintain operational stability and strategic focus.
- c) Architect theoretically-grounded frameworks that drive organisational innovation and measurable performance improvements.
- d) Lead organisational change by bridging the gap between theoretical paradigms and practical execution, ensuring alignment between strategy and culture.

### Knowledge:

- a) Analyse and differentiate the conceptual architecture, foundational principles and key terminology of both seminal and contemporary management theories
- b) Critically evaluate the historical evolution and key assumptions of major organisational theories, justifying their relevance and applicability to current executive challenges.
- c) Appraise the central tenets of diverse schools of thought in management, critiquing the critical debates and intellectual tensions that shape contemporary research.
- d) Synthesise contemporary research and emerging perspectives in management studies to formulate a coherent and justified viewpoint on their potential for driving future professional practice.

### Skills:

- a) Apply diverse organisational theories to model and address specific real-world corporate scenarios.
- b) Diagnose complex management issues using theoretical frameworks to construct data-driven, actionable solutions.
- c) Synthesise disparate management theories into a unified strategic approach to resolve multi-dimensional organisational challenges.



- d) Critique emerging management paradigms to predict their practical impact on future organisational performance and stability.
- e) Map specific managerial competencies against organisational performance metrics to design interventions that drive innovation

### ***Module-Specific Learner Skills***

- a) Critically evaluating seminal works and contemporary research articles on management theory and practice.
- b) Produce wellstructured essays that analyse and compare different management
- c) Theories, evaluate their strengths and weaknesses, and synthesise their insights.
- d) Develop a framework that applies a specific management theory (or a synthesis of theories) to analyse a real-world organisational challenge.

### ***Module-Specific Digital Skills and Competences***

- a) Use academic databases with advanced search operators to efficiently locate seminal and cutting-edge research on management theories.
- b) Critically evaluate the quality and relevance of digitally sourced academic materials.
- c) Effectively manage a large library of research using citation management software.
- d) Communicate complex theoretical concepts and analytical insights clearly and professionally through various digital mediums, including online discussion forums, video conferencing, and potentially collaborative document creation.

## **Foundations of Management Research (15 ECTS)**

### **Competences:**

- a) Exercise methodological stewardship by independently defending the alignment between philosophical stances and strategic research directions.





- b) Construct authoritative justifications for methodological frameworks, articulating how philosophical rigour ensures the validity of management knowledge.
- c) Synthesise philosophical paradigms and research strategies into a comprehensive doctoral-level project blueprint that addresses complex organisational problems.
- d) Critically appraise the nature of management knowledge by evaluating how divergent philosophies influence executive decision-making and organisational "truth."
- e) Determine the strategic fit of research methodologies by auditing their philosophical assumptions against the practical realities of diverse organisational borders.

### **Knowledge:**

- a) Analyse and deconstruct the core concepts and key terminology related to research philosophy (e.g., ontology, epistemology, axiology), differentiating their interdependencies in shaping research design.
- b) Critically evaluate the core tenets and distinguishing features of diverse research philosophies (e.g., positivism, interpretivism, pragmatism), enabling the justification of an appropriate philosophical stance for applied management research
- c) Synthesise a comprehensive range of research strategies (e.g., case study, action research, survey) to formulate a coherent and methodologically rigorous overall design for a complex applied study
- d) Appraise the fundamental assumptions and limitations underpinning various research strategies, critiquing their implications for the nature and generalisability of knowledge generated in both academic and professional management contexts

### **Skills:**

- a) Critique the methodological rigour of published research by deconstructing the alignment between the author's philosophical stance and their findings.
- b) Contrast divergent research strategies within management literature to assess their comparative utility for addressing practitioner-based problems.
- c) Formulate the conceptual framework of a research project, demonstrating how philosophical assumptions inform the choice of inquiry.



- d) Defend the selection of a specific research strategy by aligning it with the nature of the inquiry and its underlying epistemological assumptions.
- e) Construct a preliminary outline of a research design that integrates the chosen philosophy, strategy, and cross-border organisational constraints.

### ***Module-Specific Learner Skills***

- a) Differentiate between core ontological and epistemological assumptions and justify how a chosen philosophical stance directly informs a research project.
- b) Critically evaluate various management research strategies and select the most appropriate based on the chosen philosophical underpinnings and the nature of the research problem.

### ***Module-Specific Digital Skills and Competences***

- a) Utilise digital databases and online resources effectively for identifying and accessing relevant scholarly literature in management research philosophy and strategies.
- b) Evaluate the credibility and quality of online sources and digital research tools relevant to their research philosophy and strategic choices.
- c) Employ digital tools for organising and managing research materials, including bibliographic software and cloud-based collaboration platforms.
- d) Communicate their understanding of research philosophy and strategy effectively using digital presentation tools and online discussion forums.

## **Research Methods (15 ECTS)**

### **Competences**

- a) Authoritatively determine the optimal research design by aligning philosophical underpinnings with the specific constraints and requirements of a management inquiry.
- b) Synthesise multi-modal data streams in mixed methods designs to triangulate findings and resolve contradictions between divergent data sources.





- c) Govern the integrity of the data lifecycle, ensuring technical rigour and ethical standards are maintained throughout collection and analysis phases.
- d) Provide expert methodological counsel to organisational stakeholders, evaluating the trade-offs between different research approaches in diverse professional contexts.

### **Knowledge:**

- a) Analyse and differentiate the key characteristics and philosophical underpinnings of quantitative, qualitative, and mixed methods paradigms to inform the design of applied research
- b) Critically evaluate the strengths and limitations of primary data collection instruments to select and justify the most appropriate techniques for a specific professional research question
- c) Synthesise the fundamental steps of data analysis to formulate a robust and justifiable analysis protocol for both qualitative and quantitative methodologies.
- d) Appraise and critique advanced strategies for integrating quantitative and qualitative data to justify the sequential or concurrent design of a mixed methods approach.
- e) Synthesise key methodological literature and contextualise the application of different research approaches, demonstrating mastery over the resources necessary for continuous, autonomous scholarly development

### **Skills**

- a) Appraise and select methodological approaches by mapping their technical strengths against the specific constraints of complex organisational environments.
- b) Construct and pilot research instruments that demonstrate internal consistency and alignment with the overarching research design.
- c) Execute advanced qualitative coding or quantitative statistical procedures to extract actionable insights from raw management data.
- d) Deconstruct the methodological architecture of published research to identify potential biases or technical flaws in the evidence-based claims.





### **Module-Specific Learner Skills**

- a) Justify methodological choices and research designs by clearly articulating their alignment with the research question, theoretical framework, and the underlying principles of quantitative, qualitative, or mixed methods research.
- b) Evaluate the quality and rigour of research conducted using different methodologies, including concepts like validity and reliability in quantitative research and trustworthiness in qualitative research.

### **Module-Specific Digital Skills and Competences**

- a) Use online research methods and digital tools effectively for data collection, analysis, and dissemination, while adhering to ethical guidelines.
- b) Critically evaluate relevant secondary data sources available online (e.g., government statistics, industry reports, open-access datasets) for potential use in a research project.

## **Academic Writing and Dissemination of Research (15 ECTS)**

### **Competences:**

- a) Uphold high-level scholarly standards in the production of complex manuscripts, ensuring structural integrity and rhetorical precision for doctoral and peer-reviewed outputs.
- b) Facilitate collaborative scholarship by leading peer-review cycles and providing expert critical feedback to enhance the collective quality of research artefacts.
- c) Act as a public intellectual by strategically adapting research findings to influence diverse stakeholders across academic, professional, and digital borders.
- d) Strategise for research impact by navigating the academic publishing ecosystem and curating a professional digital identity to maximise the reach of doctoral findings.



## Knowledge:

- a) Critically evaluate the hallmarks of high-quality doctoral writing, including clarity, rigorous argumentation, and adherence to complex scholarly conventions for professional and academic audiences.
- b) Analyse the distinguishing features, audiences, and purposes of different academic publication types to strategically select the most appropriate channel for maximising the impact of applied research findings.
- c) Synthesise a range of traditional and digital dissemination methods to formulate a comprehensive impact strategy that effectively translates complex findings for professional and public engagement.
- d) Critically evaluate and navigate the ethical governance of academic communication, dissecting complex issues such as plagiarism, authorship disputes, and data integrity to ensure accountable scholarly practice.

## Skills:

- a) Construct evidence-based arguments that synthesise complex data into a cohesive narrative suitable for doctoral-level submission.
- b) Formulate a multi-channel dissemination map that targets specific academic journals, professional associations, and industry stakeholders.
- c) Incorporate critical feedback from tutors and peers into subsequent drafts to demonstrate iterative improvement in rhetorical clarity and argumentative rigour.
- d) Design and deliver high-impact presentations and executive briefs that translate research findings both for academic and non-specialist, professional audiences.

## ***Module-Specific Learner Skills***

- a) Adapt their communication style and content to effectively engage diverse academic and non-academic audiences, maximising the reach and impact of their research.
- b) Synthesise principles of effective academic writing, dissemination strategies, and collaborative practices to develop a personal and sustainable approach to scholarly communication throughout their academic and professional careers.





### **Module-Specific Digital Skills and Competences**

- a) Utilise reference management tools to efficiently organise, cite, and generate reference lists in various academic styles.
- b) Employ academic databases, search engines, and online library resources effectively to discover, evaluate, and manage scholarly literature.
- c) Use online collaboration platforms for co-authoring, sharing drafts, providing/receiving feedback, and managing different versions of documents.
- d) Design and deliver engaging presentations, incorporating multimedia elements effectively for conference presentations and other dissemination activities.
- e) Create clear and informative charts, graphs, and other visual representations of data using tools like spreadsheets or dedicated visualisation software for inclusion in their thesis and presentations.
- f) Use various digital platforms for disseminating research, including institutional repositories, academic social networking sites, professional networking sites and potentially scholarly blogging or microblogging.
- g) Navigate copyright issues related to academic work and understanding the principles and practices of open access publishing and data sharing.

### **The Reflective Practitioner (15 ECTS)**

#### **Competences:**

- a) Govern cognitive and emotional biases by instituting systematic reflexive practices that ensure objective integrity in executive decision-making and research.
- b) Standardise a professional reflexive methodology, utilising journals and incident analyses as rigorous data sources for ongoing performance auditing.
- c) Diagnose organisational dysfunctions through the lens of multiple reflective models to identify systemic gaps and personal leadership opportunities.





- d) Embed reflective practice into the organisational culture, designing strategies that foster continuous evidence-based learning for self and the wider team.
- e) Articulate the transformative value of learning to stakeholders, demonstrating the professional maturity to translate personal reflexivity into organisational action.

### **Knowledge:**

- a) Analyse the conceptual architecture of reflective practice, differentiating between various levels and models of reflection to inform the critical evaluation of professional experience
- b) Critically evaluate the benefits of reflective practice for ethical decision-making, professional development, and sustainable performance improvement within complex organisational and research contexts.
- c) Synthesise diverse reflective tools and techniques to formulate a robust and justifiable protocol for ongoing scholarly self-assessment and peer feedback within their professional role.
- d) Articulate and defend key insights gained through reflection, demonstrating mastery over the principles of effective reflective writing and the verbal articulation of complex professional lessons.
- e) Critically assess the role of self-awareness, emotional intelligence, and the recognition of personal biases in reflective practice, dissecting their influence on objectivity and ethical judgement in applied research.

### **Skills:**

- a) Deconstruct complex managerial or research experiences using formal reflective models to extract actionable professional insights.
- b) Produce critical incident reports and reflexive logs that triangulate personal experience with theoretical perspectives to challenge established organisational assumptions.
- c) Integrate a structured reflexivity framework into a long-term professional methodology to monitor ongoing research and leadership performance.
- d) Audit personal biases, assumptions, and emotional responses to mitigate their impact on objective research inquiry and executive decision-making.



- e) Synthesise reflexive insights into a professional development strategy that prescribes measurable interventions for enhancing management and research efficacy.

### ***Module-Specific Learner Skills***

- a) Develop and refine personal reflective practices that are adaptable to various contexts and support continuous self-assessment and growth as a scholar-practitioner.
- b) Integrate insights gained from reflexive analysis to inform innovative approaches to leadership, decision-making, and research design, demonstrating a capacity to translate self-awareness into impactful action.

### ***Module-Specific Digital Skills and Competences***

- a) Utilising digital platforms for journaling and creating e-portfolios to document and organise reflections over time.
- b) Using online collaboration tools to share reflections with peers for feedback and engage in collaborative reflection activities.
- c) Creating digital stories or multimedia presentations to express and analyse reflective insights in engaging and creative ways.
- d) Understanding and managing their digital identity and online presence, especially if they choose to share reflections through digital platforms.

## **Research Design and Ethics (15 ECTS)**

### **Competences:**

- a) Design a methodologically sound research ecosystem that ensures total logical alignment between philosophical stance, strategy, and cross-border ethical constraints.
- b) Govern the execution of complex data collection across traditional and digital environments, ensuring technical consistency and procedural rigour.
- c) Exercise ethical leadership by taking full accountability for institutional compliance and the protection of participant welfare within diverse organisational borders.





- d) Synthesize divergent methodological precedents to defend a unique research niche and justify the innovative design of the DBA project.
- e) Defend a comprehensive Research Proposal that demonstrates a doctoral-level mastery of design principles and a readiness to proceed to independent inquiry.

### **Knowledge:**

- a) Synthesise the core elements of a robust research proposal to formulate and justify a coherent and defensible doctoral study plan.
- b) Critically evaluate and differentiate various qualitative, quantitative, and mixed methods research designs, enabling the selection of the most suitable design to address specific, complex management research questions.
- c) Appraise the fundamental ethical principles guiding research involving human participants, data, and organisations, dissecting their application within the high-stakes environment of executive practice
- d) Synthesise and critically evaluate scholarly sources through the systematic process of a doctoral-level literature review to establish the definitive theoretical and practical gap
- e) Analyse the role of various theoretical frameworks in management research, applying them to guide research design, data interpretation, and the contribution to knowledge
- f) Critically assess and implement procedures for informed consent, data privacy, and conflict-of-interest management, ensuring robust ethical governance throughout the research lifecycle.
- g) Evaluate the importance of data integrity and objectivity in data analysis, formulating strategies to mitigate systematic and interpretive bias that could compromise the validity of findings.

### **Skills:**

- a) Design a formal research proposal that integrates theoretical frameworks, methodologies, and ethical protocols into a unified, defensible project plan.
- b) Synthesise existing literature to map specific knowledge gaps and justify the original contribution of the proposed research.
- c) Engineer a systematic alignment between research questions, theory, and methodology to ensure internal consistency and logical flow.



- d) Formulate a technical methodological blueprint that prescribes sampling, instrumentation, and analysis techniques with rigorous justification.
- e) Audit proposed research designs to identify latent ethical risks across diverse organisational borders and diverse stakeholder groups.
- f) Design data management and participant protocols that operationalise the principles of informed consent and privacy within professional settings.
- g) Construct a comprehensive ethical risk-mitigation plan that aligns with institutional regulations and professional codes of conduct.

### ***Module-Specific Learner Skills***

- a) Critically synthesise epistemological and methodological principles to justify innovative and rigorous research designs that address complex and evolving management challenges while adhering to the highest ethical standards.
- b) Evaluate the trade-offs inherent in different research design choices and ethical considerations, demonstrating the capacity to make reasoned judgments that maximise research impact while upholding ethical integrity.

### ***Module-Specific Digital Skills and Competences***

- a) Implement secure practices for storing and managing research data using cloud storage services and understand data encryption methods to ensure confidentiality and integrity, aligning with ethical data handling principles.
- b) Use online survey platforms, online interview tools, and other digital data collection methods in a critical and ethical manner, understanding issues related to informed consent in digital environments, data security, and potential biases in online samples.
- c) Utilise software or online tools to anonymise or pseudonymise datasets effectively, understanding the implications of different techniques for protecting participant identity while still allowing for analysis.





## DBA Thesis (90 ECTS)

### Competences:

- a) Exercise accountability for a significant research project, demonstrating the professional autonomy to lead all stages from conceptualisation through to high-level scholarly dissemination.
- b) Demonstrate methodological mastery by executing sophisticated analytical procedures that generate rigorous, peer-validated evidence for complex management problems.
- c) Uphold the integrity of the scholarly record by ensuring that all research, writing, and ethical conduct meet the highest international institutional and professional benchmarks.
- d) Articulate an original contribution to knowledge and practice, defending the research's impact within a coherent, high-caliber written thesis that meets global scholarly standards.
- e) Navigate systemic research barriers with professional resilience, deploying adaptive problem-solving strategies while strategically utilising supervisory mentorship.

### Knowledge:

- a) Critically evaluate and apply the relevant ethical guidelines and regulations to ensure and justify adherence throughout the execution and presentation of their doctoral research
- b) Synthesise the complex standards for achieving an original and significant contribution to both academic knowledge and professional practice as defined by the doctoral examination board
- c) Appraise the key criteria used to assess a doctoral thesis, dissecting the interdependencies between these elements for successful completion.
- d) Develop and formulate a comprehensive strategy for preparing and executing the thesis defence viva voce, enabling the candidate to articulately defend and justify the originality and impact of their research.

### Skills:

- a) Execute advanced research methodologies and analytical procedures with total autonomy to generate original findings.





- b) Lead a significant research project from inception to completion, managing all operational and technical stages of the inquiry.
- c) Synthesise years of inquiry into a high-caliber doctoral thesis that adheres to the structural and stylistic standards of professional scholarship.
- d) Evaluate empirical findings against global theoretical frameworks to prescribe actionable strategic interventions for professional practice.
- e) Defend the research methodology, findings, and contributions during a formal viva voce, justifying complex decisions to an expert panel.
- f) Navigate unforeseen research challenges and organisational barriers by implementing adaptive problem-solving strategies and ethical workarounds

### ***Module-Specific Learner Skills***

- a) Independently synthesise complex theoretical and empirical knowledge to generate original insights and contribute meaningfully to their field of study through their doctoral research.
- b) Articulate the theoretical and practical implications of their research findings, demonstrating the capacity to translate scholarly inquiry into impactful contributions to both academic understanding and professional practice.

### ***Module-Specific Digital Skills and Competences***

- a) Utilise advanced features of reference management software to manage and synthesise the extensive literature relevant to their thesis.
- b) Demonstrate advanced proficiency in statistical software for quantitative research or qualitative data analysis software for in-depth qualitative analysis, depending on their chosen methodology.
- c) Create and deliver a compelling digital presentation for the thesis defence, effectively visualising key findings and arguments.
- d) Implement secure practices for storing and managing their research data, especially if it involves human participants or sensitive information, adhering to ethical guidelines and data protection regulations.

