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Programme Level

The Doctorate in Business Administration (DBA) programme is designed for students to acquire the following overall learning outcomes:

1. Has theoretical and practical expertise in a specialised field within the discipline of business and management which may contribute to social and ethical issues in a national and international dimension in general and to make informed business and management decisions to solve workplace-based problems in particular;
2. Demonstrates leadership and innovation in mastering research in work and study contexts and to manage complex research projects, leading teams, managing change, resolving conflicts, and fostering a culture of innovation and collaboration;
3. Communicates expertise to a wide audience including peers and the general public using different methods, including national and international publications, and participates in specialist fora presenting research findings, proposals, and recommendations in a clear, concise, and persuasive manner for getting stakeholders engaged in the research;
4. Demonstrates expertise in critical evaluations and analysis with incomplete or limited information to solve problems in new or unfamiliar environments, and produces original research, identifying opportunities and threats, and formulate effective business and management strategies;
5. Has a sustained commitment to generate new ideas and innovative projects related to technological, cultural and social development within organisations and the business and management discipline to think strategically, to analyse the competitive environment, identify opportunities and threats, and to develop long-term plans;
6. Is responsible for the leadership of a number of specialised projects and an authority in a specialised field of work or study to analyse complex business problems, evaluate information from multiple perspectives, and apply logical reasoning to develop innovative solutions and make sound decisions based on evidence and analysis.

a) Knowledge gained through the DBA programme

The Doctorate in Business Administration (DBA) is a rigorous and advanced programme that provides in-depth knowledge and expertise in various areas of business administration and management.

The knowledge gained from the DBA programme is aimed at equipping students with the following knowledge:

1. Has a systematic understanding of a highly specialised field of study within the discipline of business and management which builds upon specialised or multi-disciplinary knowledge and understanding;
2. Extends or redefines existing knowledge and/or professional practice within the discipline of business and management.

b) Skills gained through the DBA programme

The Doctorate in Business Administration (DBA) programme is designed to develop a wide range of skills that are essential for success in business and academia. Key skills that students can expect to gain from the DBA programme are:

1. Demonstrates mastery in skills in conducting rigorous research projects such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative and state-of-the-art scholarly research;
2. Responds to technological, social and cultural issues and addresses the needs of a knowledge-based society in general and to make informed business and management decisions to solve workplace-based problems in particular;
3. Communicates expertise to a wide audience including peers and the general public using different methods including national and international publications and participates in specialist fora presenting their research findings, proposals, and recommendations in a clear, concise, and persuasive manner for getting stakeholders engaged in the research;
4. Demonstrates expertise in critical evaluations and analysis with incomplete or limited information, identifying opportunities and threats, and formulate effective business and management strategies to solve problems in new or unfamiliar environments produces original research.

These skills, acquired through the DBA programme, will equip students to excel in various professional roles, such as senior leadership positions, consulting, entrepreneurship, and academia, where they can contribute to the advancement of knowledge in the field of business administration.

c) Competencies gained through the DBA programme

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1. Demonstrates mastery in skills in conducting rigorous research projects such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative and state-of-the-art scholarly research;
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3. Communicates expertise to a wide audience including peers and the general public using different methods including national and international publications and participates in specialist fora presenting their research findings, proposals, and recommendations in a clear, concise, and persuasive manner for getting stakeholders engaged in the research;
4. Demonstrates expertise in critical evaluations and analysis with incomplete or limited information, identifying opportunities and threats, and formulate effective business and

management strategies to solve problems in new or unfamiliar environments produces original research.

These skills, acquired through the DBA programme, will equip students to excel in various professional roles, such as senior leadership positions, consulting, entrepreneurship, and academia, where they can contribute to the advancement of knowledge in the field of business administration.

Module 1 – Research Objectives

This module focuses on the establishment of the research objectives. Initially, the student will be expected to identify the research issue, to problematise the research and to formulate a corresponding research question. Crucially, the student will be expected to engage with the extant business and management literature so as to discover related studies. This will allow understanding of what is known about the research problem, what remains unknown, as well as particular methods used in such related studies and the import of findings. This will inform the approach to be adopted in the student's selected research project.

Module 1 consists of three study units:

1. An advanced course on “Issue Identification, Problematizing and Research Question Framing” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/142
2. A two-month club journey period geared at self-directed learning where the student will be expected to engage with the literature so to discover related studies, to understand what is known about the research problem and what remains to be unknown, as well as what methods have been used in such related studies, how these worked out, and what could be taken further into the student's own research project.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures and supervisor identification

During Module 1, students will receive a number of research ‘scoping’ lectures to provide perspective in the alternative directions they may wish to adopt in their research. The following module specific research scoping lectures will be provided:

1. Introduction to business and management research.
2. Doctoral research? Why & how & where - choosing your best fit.
3. Finding your doctoral research topic - and where does it come from?
4. Clarifying your literature review search area and finding information.
5. Formulating Research Questions - some basics, techniques and practical examples.
6. Inductive versus deductive approaches.

7. Why are journal articles preferred for the literature review?
8. Action research and the role of the researcher.

In addition to this, the DoctorateHub faculty members will run research scoping lectures where they introduce their research fields to provide students with a perspective on how to develop their research. The lectures will also serve as a mean for students and faculty members to get to know each other and therefore to support the matching of students and future supervisors.

a) Knowledge gained through Module 1

At the end of the module/unit the learner will:

- a) Acquire a systematic understanding of a highly specialised field of study which builds upon specialised or multi-disciplinary knowledge in business and management and related areas including organisational theory;
- b) Develop critical knowledge of doctoral research processes in appreciating practice-based issues and/or challenges and their resolution through selection of (a) method(s) intended to elicit quantitative and/or qualitative data;
- c) Show understanding of diverse scholarly sources in business and management to present theoretical underpinning to justify doctoral research;
- d) Demonstrate appreciation of the basis of management theory and business models and frameworks, as well as appropriate methodologies necessary to provide remedy to contemporary research issues;
- e) Extend, redefine, and/or make an original contribution to existing practice and/or established knowledge in the area of research in business and management by appreciating the role of the researcher in the process.

b) Skills gained through Module 1

At the end of the module/unit the learner will have acquired the following skills to:

- a) Demonstrate mastery in business and management skills such as the selection of a research topic, analysis of extant research literature and, in writing, planning and design of research project using logical and systematic argumentation to justify and present innovative scholarly research;
- b) Consider and respond to workplace, technological, social, cultural, as well as ethical issues in organisations in pursuit of a knowledge-based society to attain collective advantage in using 'action' to engender change;
- c) Autonomously acquire data and information from a variety of sources of evidence within business and management and appropriately synthesise with reference to a unique research

project including communication and dissemination to diverse audiences including peers and the general public;

Demonstrate expertise in creatively applying the knowledge learned in the module to develop critical and original solutions for doctoral research in the selected research topic with reference to business and management.

c) Competencies gained through Module 1

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in articulating contemporary business and management topics in a specialised area of study through formulation of apposite questions, in the ability to make selective judgements involving a multitude of interacting and potentially complex factors;
- b) Justify through problematisation and conceptualisation, how the selected topic based on a workplace-based business and management issue will contribute to and promote social, scientific and ethical advancement;
- c) Provide evidence showing how sustained commitment in the development of new ideas and contextualised solutions in the selected specialised field of study in business and management has been achieved;
- d) Autonomously identify, present and justify research issues in business and management, including organisational theory, related to doctoral research;

Conduct planning and organisation of a doctoral research project-based within business and management and achieve success through integration of proposed solutions as a reflective practitioner in professional and private life.

Module 2 - Doctoral Thesis Research Proposal

This module focuses on the development of the Thesis Research Proposal. The purpose of the module is to provide the student with knowledge concerning the constituent elements a research project proposal should include. Students are expected to apply this knowledge in development of an initial research proposal draft, which, it is anticipated, will subsequently be refined, and developed to appropriately address a clearly defined research gap that has relevance within business and management, and can be executed.

Module 2 consists of three study units:

1. An advanced course on “Developing your Doctoral Thesis Research Proposal” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/206

2. A two-month club journey period geared at self-directed learning where the student will be expected to engage with the literature so to (i) clearly position the research project within the identified research gap, and to (ii) work out the exact methodology and timeline for the research implementation.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures and supervisor identification

During Module 2, students will be provided with a number of research 'scoping' lectures to enable perspective as to the orientation they consider their research should follow. The following module specific research scoping lecturers will be provided:

1. Conceptual versus theoretical frameworks.
2. An introduction to mixed-methods research.
3. Formulating research question(s) & designing your research framework.
4. How to write a good discussion chapter?
5. How difficult is it to write a doctoral research proposal?
6. How to identify and defend your research methods and methodology?
7. Research strategies: Why & which one to select?
8. Formulating thinkable research question(s) or hypotheses.

In addition to this, the DoctorateHub faculty members will run research scoping lectures where they introduce their research fields to provide students with a perspective on how to develop their research. The lectures will also serve as a mean for students and faculty members to get to know each other and therefore to support the matching of students and future supervisors.

a) Knowledge gained through Module 2

At the end of the module/unit the learner will:

- a) Acquire a systematic understanding of a highly specialised field of study which builds upon specialised or multi-disciplinary knowledge based on examining the world in which business practitioners operate;
- b) Develop critical knowledge of the doctoral research process with reference to business processes and the social world of organisations;
- c) Show understanding of diverse scholarly sources to present and justify doctoral research and critically examine their relevance when applied to business and management practice;

- d) Demonstrate understanding of business and management theories, frameworks, models, and methodologies to explore and resolve contemporary research issues in the student's workplace/chosen organisation;
- e) Creatively apply the knowledge learned in the module to develop and communicate critical and original solutions for doctoral research in the selected research topic;

Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the area of research with practical relevance to the organisational development and/or business processes.

b) Skills gained through Module 2

At the end of the module/unit the learner will have acquired the following skills to:

- a) Demonstrate mastery in business and management skills with direct reference to the selection of an apposite research topic, conducting analysis of extant research literature and, in writing, planning and design of research project using logical and systematic argumentation to justify and present innovative scholarly research;
- b) Autonomously acquire data and information from different sources of evidence and consolidate it in a unique research project leading to its presentation to a variety of audiences including, initially, academic peers followed by dissemination to business and management professionals;
- c) In consultation with tutor, to develop competence in writing a research project proposal of 'publishable quality' explaining the basis of a specific topic based on communication expertise to a wide audience including peers and the general public;
- d) Consider and respond to workplace-based management and business problems that are technological, social, cultural, as well as consideration of ethical issues to explicitly address the changing needs of a knowledge-based society;

Demonstrate expertise in critical evaluation and analysis through working with incomplete or limited information in order to solve organisational and/or business problems in new or unfamiliar situations using original research.

c) Competencies gained through Module 2

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate command and authority in a specialised field of research with reference to business and management and make appropriate judgement(s) involving a multitude of interacting and potentially complex factors to independently develop, write and defend the doctoral thesis research proposal;
- b) Consider and promote social, scientific, technological and ethical advancement in the specialised field of business and management research;

- c) Show a sustained commitment in the development of novel and unique ideas and solutions with practical implementation in business or not-for-profit organisations;
- d) Develop independent thinking in identifying, presenting and justifying research issues related to doctoral research carried out in the student's chosen organisation;

Carry out planning and organisation of a doctoral research project situated in a business or not-for-profit organisation in a way that shows evidence of scholastic development and confidence in critical thinking.

Module 3 – Research Methodology

This module focuses on further operationalising the research methodology and assuring it is the most appropriate for the proposed research, can be justified, and that the student has, or will develop, the knowledge and skills that are required to execute the research.

This phase of the research project is typically unique to the respective research required, and therefore individual mentoring is used instead of standardised courses.

There is a wealth of available research methods applicable to business and management disciplines that may be used, a large number of ways these can be combined and applied, and varying degrees of which methods have been used (un-)successfully. With such guidance, students will advance their understanding and discuss philosophical underpinnings (ontological and epistemological issues) of discipline-independent research, and then deeply explore the foundations of research methods and techniques in applied business and management research. This will allow students to demonstrate knowledge and application of the qualitative and quantitative methodologies underpinning business and management research. Students will develop and extend the skills required for conducting successful doctoral research. They will appreciate the role of theory, research methodology and design, data gathering, data analysis methods and techniques, choosing adequate statistical and non-statistical techniques, awareness of the use of research software, as well as ethical issues in applied research, and the influence of ethical considerations on research methods and methodology.

Module 3 consists of three study units:

1. A two-month individual mentoring period at which the students will discuss the envisaged research method in detail, conducts first trials, evaluates what knowledge and skills still will need to be developed, and to ultimately finalise the research methods so to execute the research in the subsequent module 4.
2. A two-month club journey period geared at self-directed learning where the student will finalise the changes as agreed on with the mentor, and acquires the knowledge and skills that are still missing.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside Module 3 students will be provided with a number of research scoping lectures to gain perspective into which direction they want to take their research. The following module specific research scoping lecturers will be provided:

1. Quantitative, qualitative, and mixed-methods research.
2. Interview protocol, Interviews & Focus groups.
3. Estimating the time schedule of the planned research steps.
4. Getting ethic clearance, why ethics matters, and why it is relative?
5. Triangulation in Research.
6. Organisational Ethnography and its use in understanding business and management.
7. The case study as a way to explore organisational practice.
8. General Data Protection Regulation (GDPR) and Data Management.

a) Knowledge gained through Module 3

At the end of the module/unit the learner will:

- a) Acquire a systematic understanding of a highly specialised field of study which builds upon specialised or multi-disciplinary knowledge and doctoral-level research skills to perform doctoral-level business and management research projects;
- b) Demonstrate understanding of business and management theories, frameworks, models, and methodologies to answer research questions;
- c) Demonstrate knowledge in the specific domain of business and/or management and make judgements involving a multitude of interacting factors about application of appropriate research methodology;
- d) Creatively apply the knowledge learned in the module to develop critical and original solutions for doctoral research in the selected business and/or management research topic;
- e) Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the specific area of business and/or management research.

b) Skills gained through Module 3

At the end of the module/unit the learner will have acquired the following skills to:

- a) Demonstrate mastery in skills such as the selection of an appropriate methodology for their business and management research project using scientific argumentation to justify and present innovative scholarly research;
- b) Perform autonomously analysis of scholarly and industry literature to support quantitative, qualitative and/or mixed-methods research designs;
- c) Autonomously acquire data and information from different sources of evidence and consolidate it in a unique business and management research project;
- d) Autonomously write a chapter on research methodology and engagement in publishable quality to communicate expertise to a wider business and management audience including peers and the general public;
- e) Justify alignment between the problem statement, purpose statement, research question, conceptual framework and selected quantitative, qualitative and/or mixed methods research design;
- f) Consider and respond to workplace, technological, social, cultural, and ethical issues in relation to business and management, and address the needs of a knowledge-based society;

Demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research.

c) Competencies gained through Module 3

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate authority in the field of quantitative, qualitative, and mixed business and management research methods;
- b) Demonstrate expertise in suitability of quantitative, qualitative, and mixed research methodologies for different research questions of the existing business and management research;
- c) Consider and assess legal, ethical and applied issues related to research using different methodologies and in different contexts and settings with a view to promote organisational or managerial advancement through actions;
- d) Demonstrate expertise in selecting appropriate data gathering statistical and non-statistical strategies as well as analysis methods for a business and management research study;
- e) Demonstrate authority in a specialised field of study within business and/or management and to make judgements involving a multitude of interacting factors;

Demonstrate a sustained commitment in the development of new ideas and solutions in the field of business and/or management.

Module 4 - Data collection and engagement

This module focuses on the theoretical concepts and practices of business and management research and the data collection process. This includes the engagement with individuals who are an integral part of the data collection process. This will be a very situational process and, thus, mentoring will be used instead of standardised courses.

Module 4, therefore, consists of following three study units:

1. A two-month individual mentoring period at which the mentor will provide the student with guidance, direction, and boundary setting.
2. A two-month club journey period geared at self-directed learning where the student will finalise the changes as agreed on with the mentor and acquires the knowledge and skills that are still missing.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

During the module, students will be provided with a number of research ‘scoping’ lectures to allow them to gain theoretical perspectives and practical guidance on how to further develop their research. The emphasis will be through the lens of business and management in order to focus on the nature of data and data sources found in this discipline (the ontological connection). Topics to be covered within the scope of this lectures include:

1. Conducting mixed-methods research – practical examples and strategies.
2. Conducting Action Research.
3. Organisational Ethnography and its use in understanding business and management.
4. Interview protocol, interviews & focus groups.
5. The case study as a way to explore organisational practice.
6. Interviewing skills and the role of the researcher.
7. Developing and conducting surveys.

Wicked problem stakeholder engagement.

a) Knowledge gained through Module 4

At the end of the module/unit the learner will have gained knowledge and understanding to:

- a) Acquire a systematic understanding of a highly specialised field of study which builds upon multi-disciplinary business and management knowledge;

- b) Develop critical knowledge of data collection process, including existing business/economic market data source access;
- c) Show knowledge and understanding of diverse business and management scholarly sources to present and justify selected data collection and engagement method;
- d) Demonstrate understanding and knowledge of data collection and engagement methods (data collection methods, instruments, sample size, pilot testing, ethical considerations) to address current business and/or management research question;
- e) Creatively apply the knowledge learned in the module to develop and communicate critical and original solutions for doctoral research in the selected business and management research topic;

Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the area of business and management research.

b) Skills gained through Module 4

At the end of the module/unit the learner will have acquired the following skills to:

- a) Demonstrate mastery in skills such as the selection of business and management data collection and engagement process and, in writing, planning and design of data collection and engagement using scientific argumentation to justify and present innovative scholarly research;
- b) Autonomously acquire data and information from different sources of evidence and consolidate it in a unique research project and present it to different audiences within business and management including peers and the general public;
- c) Autonomously write a chapter on data collection and engagement in publishable quality to communicate expertise to a wider business and management audience including peers and the general public;
- d) Consider and respond to workplace, technological, social, cultural, and ethical issues and address the needs of a knowledge-based organisations in particular and the society in general;

Demonstrates expertise in critical evaluations and analysis with incomplete or limited information to solve organisational and managerial problems in new or unfamiliar work environments using original research.

c) Competencies gained through Module 4

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in contemporary topics in a specialised area of study, and to make judgements involving a multitude of interacting organisational and managerial factors;
- b) Consider how the selected data collection method and engagement can contribute to social, scientific and ethical advancement in the field of business and management research with a view to promote actions;
- c) Demonstrate expertise and authority in data collection methods and engagement, and to make judgements involving a multitude of interacting organisational and managerial factors;
- d) Act autonomously in identifying, applying, and justifying the adequate data collection method related to doctoral research in business and management;
- e) Demonstrate expertise and authority in steps of the data collection process (ethics approval application, design of and conduct a pilot test; create, test and validate data collection instruments; design and implement the data collection process (e.g. elect, recruit, interview and debrief study participants/interviewees);
- f) Carry out planning and organisation of a doctoral research project and its integration in professional and private life;

Show a sustained commitment in the development of new ideas and contextualised solutions in the selected specialised business and/or management field of study.

Module 5 - Analysis and Evaluation

This module focuses on the analysis and evaluation process from both a theoretical and practical perspective. This will include an outline of data analysis approaches and tools used in business and management research, as well as practical guidance. Presenting data and critically analysing it against the literature is one of the key tasks of the thesis compilation. Key questions include how findings relate to the business and management literature, how they support the existing body of knowledge, how they inform workplace-based problems and what actionable outcomes might be taken as a result? This module will provide guidance with respect to such questions and enable students to respond to them.

Module 5 consists of following three study units:

1. An advanced course on “Critical Analysis and Drawing on the Literature” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/138
2. A two-month club journey period geared at self-directed learning where the student will be expected to engage with the two different sides, the data, and the literature, in a critical analysis process and under considerations of the research questions posed and the general research purpose.

3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside the module, students will be provided with a number of research 'scoping' lectures to gain perspectives on how to further develop their research. Topics to be covered within the scope of this lectures include:

1. An introduction to qualitative, quantitative, and mixed-methods data analysis.
2. Quantitative data analysis.
3. Qualitative data analysis.
4. The use of statistical software (e.g., SPSS, Stata) in quantitative data analysis.
5. The use of software (e.g., NVivo) in qualitative data analysis.
6. Analysis of social networks and artefacts in the Digital Age.
7. Data-Literature Mirroring: a back and front juggle.
8. Stop speaking through the literature, start engaging in critical analysis.

a) Knowledge gained through Module 5

At the end of the module/unit the learner will know how to:

- a) Acquire and demonstrate systematic understanding of a highly specialised field of study building upon specialised or multi-disciplinary knowledge within the context of business and management;
- b) Develop critical knowledge of data analysis and the process of evaluation;
- c) Show knowledge and understanding of diverse scholarly sources in business and management in order to present and justify selected data analysis and evaluation methods;
- d) Demonstrate comprehensive understanding and proficiency in utilising appropriate data analysis and evaluation methods to solve stated research questions;

Extend, redefine, and/or introduce an original contribution to existing practice and/or knowledge within the field of research in the context of business and management.

b) Skills gained through Module 5

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate mastery in skills related to the selection of data analysis and evaluation methods and proficiency in writing, planning and performing of data analysis and evaluation methods using scientific argumentation to justify and present innovative scholarly research within the framework of business and management;
- b) Autonomously perform data analysis and evaluation using diverse sources of evidence, synthesise the findings into a distinctive research project and present it to different audiences, encompassing both peers and the broader business and management community;
- c) Autonomously write a publishable chapter on the project analysis and evaluation, effectively communicating expertise to a broad audience, encompassing both peers and the broader business and management community;
- d) Deliberate upon and proactively respond to workplace, technological, social, cultural, and ethical issues and address the needs of a knowledge-based society within the framework of business and management;

Demonstrate proficiency in critically evaluating and analysing situations with incomplete or limited information, as well as applying original research to solve problems in novel or unfamiliar work environments within the context of business and management.

c) Competencies gained through Module 5

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in addressing contemporary topics within a specialised area of study in business and management, and to exhibit the ability to make judgements that consider a multitude of interacting factors;
- b) Consider how the chosen analysis and evaluation methods can contribute to the advancement of the social, scientific and ethical dimensions in business and/or management research;
- c) Demonstrate expertise and authority in utilising analysis and evaluation methods, and in making judgements involving a multitude of interacting business and management factors;
- d) Independently identify, present, and justify appropriate analysis and evaluation methods for doctoral research within the field;
- e) Demonstrate expertise and authority in navigating the various steps of the analysis and evaluation process within the realm of business and management (analyse qualitative and quantitative data using specialised software tools and techniques, descriptive statistics, validity and reliability testing, coding, modelling activities, significance, hypotheses testing, etc.);
- f) Effectively plan and organise a doctoral research project, integrating it into both professional and personal aspects of life;
- g) Promote and foster social, scientific, and ethical progress through proactive actions in business and management;

Demonstrate a sustained commitment to generating novel ideas and providing context-specific solutions within the chosen specialised field of study in business and management.

Module 6 – Research conclusions

This module is a logical continuation of Module 5 and is focused on the analysis and evaluation processes. Accordingly, this module provides a theoretical overview and practical guidance on how to derive and formulate research conclusions. Given that this stage is often unique to the project or situational, individual mentoring will be utilised instead of standardised courses.

Module 6, therefore, consists of following three study units:

1. A two-month individual mentoring period at which the students will discuss the research conclusions and how these are derived. In this process, the mentor will provide the student with guidance, direction, and advise on the tone and style suitable for the communication of research results.
2. A two-month club journey period geared at self-directed learning where the student will finalise the changes as agreed on with the mentor and acquires the knowledge and skills that are still missing.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside the module students will be provided with a number of research ‘scoping’ lectures to gain perspectives on how to further develop their research. Topics to be covered within the scope of this lectures include:

1. Draw logical conclusions from data, analysis, and evaluation process thereof.
2. Present novelty and conclusions in the light of the literature.
3. Highlight areas of new knowledge, uniqueness, advancements, and contribution in the field of business and management study.
4. Action Research and conclusion framing using the first, second and third voice.
5. Crafting solutions by using micro-, meso- and macro lenses.
6. ‘So what?’ How research results become actionable and impactful within an organisation.
7. Tools and techniques to present conclusions.
8. How to position discussion of results and conclusions in the light of the business and management literature.

a) Knowledge gained through Module 6

At the end of the module/unit the learner will:

- a) Acquire and demonstrate systematic understanding of a highly specialised field of study which builds upon specialised or multi-disciplinary knowledge within the context of business and management;
- b) Demonstrate mastery in skills related to writing up the findings regarding their significance, contribution, uniqueness and novelty considering current literature, and to make judgements involving a multitude of interacting factors using scientific argumentation to justify and present innovative scholarly research within the framework of business and management;
- c) Apply acquired knowledge from the module creatively to generate critical and original contributions within the chosen research area in the field of business and management;

Extend, redefine, and/or introduce an original contribution to existing practice and/or knowledge within the field of research in the context of business and management.

b) Skills gained through Module 6

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate mastery in skills related to writing up the findings regarding their significance, contribution, uniqueness and novelty considering current literature, and to make judgements involving a multitude of interacting factors using scientific argumentation to justify and present innovative scholarly research within the framework of business and management;
- b) Autonomously demonstrate mastery in skills such as structuring and writing up the argument manifested in innovative scholarly research in the field of business and management research;
- c) Autonomously write a publishable-quality thesis, effectively communicating expertise to a broad audience, encompassing both peers and the broader business and management community;
- d) Deliberate upon and proactively respond to workplace, technological, social, cultural, and ethical issues and address the needs of a knowledge-based society within the framework of business and management;
- e) Autonomously perform discussion using diverse sources of evidence, and consolidate it into a distinctive research project and present it to different audiences, encompassing both peers and the broader business and management community;

Demonstrate proficiency in critically evaluating and analysing situations with incomplete or limited information, applying original research to solve problems in novel or unfamiliar work environments within the context of business and management.

c) Competencies gained through Module 6

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in addressing contemporary topics within a specialised area of study in business and management, and to exhibit the ability to make judgements that consider multitude of interacting factors;
- b) Demonstrate mastery in skills related to writing up the findings regarding their significance, contribution, uniqueness and novelty considering current literature, and to make judgements involving a multitude of interacting factors using scientific argumentation to justify and present innovative scholarly research within the framework of business and management;
- c) Demonstrate expertise in clearly articulating the methodological, theoretical, and/or empirical implications, limitations and recommendations for future research within the context of business and management;
- d) Independently identify, present, and justify, and discuss the synthesis of the main research findings and outcomes of the study related to doctoral research within the field of business and management;
- e) Effectively plan and organise a doctoral research project, seamlessly integrating it into both professional and personal aspects of life;
- f) Promote and foster social, scientific, and ethical progress through proactive actions within the realm of business and management;

Demonstrate a sustained commitment to generating novel ideas and providing context-specific solutions within the chosen specialised field of study in business and management.

Module 7 - Writing up and structuring your thesis

This module focuses on the writing up and structuring of the thesis. A student will integrate learning from all prior modules and incorporate outcomes to successfully present the various elements and requirements any thesis document within business and management research must contain. As this is a standardised process, a course approach analogue to module 1, module 2, and module 4 is appropriate and will be applied.

Module 7 consists of three study units:

1. An advanced course on “Writing up and structuring your thesis” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/137
2. A two-month club journey period geared at self-directed learning where the student will be expected to put together a full thesis document.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside the module students will be provided with a number of research scoping lectures to gain perspectives on how to further develop their research.

a) Knowledge gained through Module 7

At the end of the module/unit the learner will have:

- a) Acquire a systematic understanding on how the business and management research topic is placed and structured against the theoretical and conceptual frameworks adopted in the research project;
- b) Demonstrate a systematic understanding of how the research can be positioned in the wider organisational or managerial research field of research and the underlying disciplines;
- c) Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the area of business and management research;
- d) Creatively apply the knowledge learned in the module to develop critical and original contributions in the selected organisational or managerial research topic;

Demonstrate expertise in articulation of methodological, theoretical, and/or empirical implications, limitations and recommendations for future organisational or managerial research.

b) Skills gained through Module 7

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate mastery in skills such as discussing the findings regarding their significance, contribution, uniqueness and novelty considering current business and management literature, and to make judgements involving a multitude of interacting factors using scientific argumentation to justify and present innovative scholarly research;
- b) Autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of business and management;
- c) Autonomously write a chapter on organisational or managerial contributions and implications in publishable quality to communicate expertise to a wide audience including peers and the general public;
- d) Outline technological, social, cultural, and ethical issues and dimensions that the organisational or managerial research has uncovered and implications that these might have on knowledge-based societies;

- e) Autonomously discuss research findings using different sources of evidence and consolidate it in a unique organisational or managerial research project and communicate it to different audiences including peers and the general public;
- f) Demonstrate expertise in critical evaluations and analysis with incomplete or limited information to solve business and management problems in new or unfamiliar work environments using original research;

Demonstrate expertise in structuring and writing up the organisational or managerial thesis based on the research process performed using concrete, specific, concise, precise, clear, constructive, and appropriately formal language.

c) Competencies gained through Module 7

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in contemporary business and management topics in a specialised area of study, and to make judgements involving a multitude of interacting factors;
- b) Demonstrate expertise and authority in aligning adequately the Title, Introduction, Conceptualization, Literature review, Conceptual/Theoretical framework, Methodology, Data Analysis, Discussion and Conclusions in a coherent flow to answer the research question(s), and to make judgements involving a multitude of interacting business and management factors;
- c) Act autonomously in identifying, presenting, justifying, and discussing the synthesis of the main research findings and outcomes of the study related to doctoral business and management research;
- d) Carry out planning and organisation of a doctoral research project in the field of business and management and its integration in professional and private life;
- e) Show how the research results and findings can contribute to social, scientific and ethical advancement in the field of business and management research and promote change through actions;

Show a sustained commitment in the development of new ideas and contextualised solutions for organisations and businesses in the selected specialised field of study.

Module 8 - Getting ready for submission

This module focuses on student's preparation for the thesis submission. The module commences with a course providing a checklist of essential questions to ensure their thesis document is complete. Systematic consideration of this checklist will enable understanding of the strengths and weaknesses of the research, and address any identified deficiencies or weaknesses. The key objective is that the student's thesis adheres to the doctoral standard and quality an examiners will expect.

Module 8 consists of three study units:

1. An advanced course on “Getting ready for submission” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/350
2. A two-month club journey period geared at self-directed learning where the student will be expected to continue working through their thesis and to improve it in accordance to the checklist.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside the module students will be provided with a number of research scoping lectures to gain perspectives on how to further develop their research.

a) Knowledge gained through Module 8

At the end of the module/unit the learner will have:

- a) Acquired systematic understanding of a dedicated aspect of management and business demonstrating how an appropriate conceptual framework has been developed and its interrelationship to other determinants of the chosen organisation through explication of multi-disciplinary knowledge;
- b) Show how empirical data garnered through disciplined examination of practice has enabled the student to build upon extant specialised or multi-disciplinary knowledge and understanding;
- c) Demonstrate understanding of the requirements and expected standards of a doctoral thesis that will be judged on examiners’ criteria;
- d) Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the selected area of research of management and/or business administration.

b) Skills gained through Module 8

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate mastery in skills such as planning and conducting an in-depth investigation of a selected aspect of business or management based on a workplace issue intended to produce a doctoral thesis with evidence of critical thinking, consistency, narrative, flow, and logical conclusions. In addition, the student will make judgements involving a multitude of interacting factors providing evidence of innovative scholarly research;

- b) Autonomously finalise and submit the thesis as per university and examiners requirements and expectations/standards and present it to different audiences including peers and the general public;
- c) Apply the skills developed during the module to confidently write and submit a doctoral level thesis in compliance with university procedures and to the satisfaction of examiners' expectations/standards;
- d) Demonstrate expertise in structuring and writing up a doctoral thesis based on researching business and management by application of concrete, specific, concise, precise language;
- e) Present interpretation of concepts contained in extant literature and the elicitation of empirical data, to demonstrate a coherent examination of the implications of findings for technological, social and cultural issues of organisations and any wider impact for a knowledge-based society;

Demonstrate expertise in critical evaluations and analysis of management and business theory and the limitations of existing guidance for practising managers.

c) Competencies gained through Module 8

At the end of the module/unit the learner will have acquired the ability and autonomy to:

- a) Demonstrate confidence in the selection of a research issue with relevance to day-to-day management practice and business processes with the objective of proffering logical and coherent conclusions for enhanced outcomes based on judgements involving a multitude of interacting factors;
- b) Demonstrate their expertise and authority in articulating their confidence in analysing and incorporating suggestions, comments and/or questions provided by their reviewer/supervisory team and to make judgement on what will be involving a multitude of interacting factors;
- c) Plan and organise a doctoral research project and, through considered dissemination, ensure the importance of the thesis' finding, particularly with respect to innovation and potential for organisational improvement;
- d) Clearly show how the research results and findings will potentially contribute to social, scientific and ethical advancement within the field of business and management research;
- e) Demonstrate a sustained commitment in the development of new ideas, innovative and collective practice has relevance for selected specialised knowledge;
- f) Present evidence of the student's expertise and authority within the written thesis and assessment process during the viva voce;

Ensure contribution to social, scientific and ethical advancement in both academia and professional life.

Module 9 – Viva Preparation

This module focuses on preparation for the viva voce examination. The module commences with an advanced course designed to prepare students in focusing on critical reflection and familiarising themselves on how to interpret and respond to critics within an academic discourse which will be expected in their Viva. The course will allow students to appreciate the strengths and potential weaknesses of their work and, importantly, prepare to discuss both.

Module 9 consists of three study units:

1. An advanced course on “The Viva Preparation – Getting Ready for the Viva!” of 8 weeks duration that will be completed over the first two months. The course is available from: https://www.doctoratehub.com/advanced_courses/135
2. A two-month club journey period geared at self-directed learning where the student will be expected to further prepare for the Viva and to improve those areas that had been identified in the previous course.
3. A conference where the student presents the results and outcomes of the module to two expert academics.

Research scoping lectures

Alongside the module students will be provided with a number of research scoping lectures to gain perspectives on how to further develop their research and publish their research findings.

a) Knowledge gained through Module 9

At the end of the module/unit the learner will:

- a) Develop an understanding of the way in which knowledge pertaining to a highly specialised field of study/discipline of business and management is systematically acquired through critical thinking, analysis, interpretation, and communication;
- b) Demonstrate a systematic understanding of a highly specialised field of study/discipline is based upon critical appraisal of extant published sources in management and business including, for example, organisational theory, strategy, operations management and finance;
- c) Demonstrate confidence and expertise in interpretation, reaction to and answering critical and probing questions using concrete, specific, concise, precise, clear and constructive language with relevance to management and business administration;
- d) Extend, redefine, and/or make an original contribution to existing practice and/or knowledge in the area of research in business and management.

b) Skills gained through Module 9

At the end of the module/unit the learner will have acquired the following skills:

- a) Demonstrate expertise and authority in contemporary topics in a specialised area of study, and to make judgements based on appreciating the significance multitude of interacting and complex factors that have been identified in literature and empirical data relating to business administration and management of organisations;
- b) Demonstrate how research results and findings have relevance to academic literature and will contribute to social, scientific and ethical advancement in business and management;
- c) Show, through reasoned and logically formulated argument, the ability to communicate key research themes, their relationship to the empirical data that has been collected in order to advance the understanding and enhance organisational practice in business and management;
- d) Demonstrate authority in explaining the logic of and justification for the different components of the thesis in a way that provides evidence of the ability to clearly, concisely, and in an engaging manner, present and communicate the research findings and their contribution to improved theory and practice in business and management, through making judgements involving a multitude of interacting factors;
- e) Demonstrate mastery in skills such as the discussion of findings and their significance, contribution, uniqueness and novelty considering current business and management literature, and to make judgements involving a multitude of interacting factors using scientific argumentation to justify and present innovative scholarly research;
- f) Show confidence in consideration of and willingness to respond to workplace, technological, social, cultural, and ethical issues in business administration and management in order to address the transition to a knowledge-based society;
- g) Autonomously communicate research findings using a variety of sources of evidence and synthesise them in a unique research project as well as successfully presenting the outcomes to different audiences including peers and professionals working in business and management as well as the general public;
- h) Creatively and responsibly apply knowledge acquired and learned in the module to develop critical and original contributions in the selected research area of business and management;
- i) Demonstrate expertise in presenting a range of research arguments stemming from a body of personal research and sustain a logical and reasoned argument despite incomplete or limited information in order to solve work-based management and/or business problems in new or unfamiliar work environments using original research;
- j) Demonstrate development of skills and expertise in the field of business and management research in order to provide evidence of the ability to contribute to social and ethical issues on a national and international level through debate and discussion in a range of fora;

- k) Demonstrate autonomy in critical thinking, post-doctoral study engagement and reflection, and mature sense of a personal growth as a researcher in the disciplines of business and/or management;

Provide evidence of personal development, and expertise and authority in selecting alternatives for publishing, relevant to target audiences in business and management in academia and professional practice with cognisance to quality of the outlet, impact measures, review process, and other relevant factors.

c) Competencies gained through Module 9

At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

- a) Demonstrate expertise and authority in contemporary topics in a specialised area of study based on a selected workplace-based problem of business or management, and to make judgements involving a multitude of interacting and complex factors;
- b) Show how the research results and findings will contribute to social, scientific and ethical advancement in business and/or management;
- c) Act autonomously in identifying, presenting, justifying, and discussing the synthesis of the key research findings and outcomes of the study related to doctoral research into the student's chosen workplace-based problem, and in answering questions with reference to academic concepts language and willingness to enthusiastically engage in stimulating discussion;
- d) Plan and organise a doctoral research project based on an issue/problem with relevance to business and management and integration of solutions derived in academic, professional and private life;
- e) Promote social, scientific and ethical advancement through engagement and action to achieve personal and organisational development and improvement;
- f) Show evidence of sustained commitment in the development of novel and innovative ideas and contextualised solutions in the selected specialised field of study in business and management;
- g) Demonstrate expertise and authority in selecting alternatives for publishing, considering the target audience, quality of the outlet, impact measures, review process, and other relevant factors;
- h) Confidently contribute to social, scientific, and ethical advancement in the field of business and management academically and professionally.