

# DBA Module Descriptions

(Version: April 2018)

<u>Code</u>	<u>Courses</u>	<u>Class Hours</u>	<u>Self-Study Hours</u>	<u>ECTS*</u>
<b><u>1st Year Courses (34 ECTS Credit Points)</u></b>				
<b>Unit 1: Fundamentals of Scientific Research Courses</b>				
DBA801	Philosophy of Science	35	100	6
DBA802	Qualitative Research Methodology	35	100	6
DBA803	Quantitative Research Methodology	35	100	6
<b>Unit 2: Specialized Courses in Business &amp; Management</b>				
DBA804	Innovation and Change Management	20	84	4
DBA805	Global Finance	20	84	4
DBA806	Marketing in the Information Age	20	84	4
DBA807	Global Business	20	84	4
<b><u>2nd Year: Research Seminars &amp; Workshops (16 ECTS Credit Points)</u></b>				
<b>Unit 3: Research Seminars/Workshops</b>				
DBA808	Research seminar/Workshop I	20	84	4
DBA809	Research seminar/Workshop II	20	84	4
DBA810	Research Seminar/Workshop III	20	84	4
DBA811	Research seminar/Workshop IV	20	84	4
<b><u>3rd Year Courses (10 ECTS Credit Points)</u></b>				
<b>Unit 4: DBA Thesis Workshops</b>				
DBA812	DBA Thesis Workshop I	30	90	5
DBA813	DBA Thesis Workshop II	30	90	5
<b><u>Total Courses, Research Seminars/Workshops</u></b>		245	1152	60
<b>Unit 5: Thesis</b>				
DBA901TH	DBA Thesis			120

\*ECTS = European Credit Transfer and Accumulation System

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<b>Course unit title:</b>	<b>Philosophy of Science</b>
<b>Course unit code:</b>	DBA801
<b>Type of course unit (compulsory, optional):</b>	Compulsory
<b>Level of course unit:</b>	3 <sup>rd</sup> Cycle
<b>Year of Study:</b>	1 <sup>st</sup>
<b>Semester when the course unit is delivered:</b>	1 <sup>st</sup>
<b>Number of ECTS Credits:</b>	6
<b>Name of lecturer:</b>	

**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Have an advanced knowledge of philosophy of science and its main debates;
- Have a better understanding of scientific methods and paradigm shifts;
- Effectively analyze the different philosophical positions that have been taken over time;
- Have a better understanding of these issues and their relevance for scientific research in the field of business administration and ICT management;
- Have a solid foundation upon which to pursue research in his/her chosen area within the field of business administration/ICT management.

**Mode of delivery:** Face-to-face

**Prerequisites and co-requisites:**

**Recommended optional programme components:**

**Course contents:**

Philosophy of science is concerned with a study of both the nature and methodology of science in general and the conceptual and philosophical foundations of a particular field within science. The aim of this course is to introduce to the student these perspectives in philosophy of science. The general philosophical aspects of the course shall address fundamental epistemological issues while the second perspective will focus specifically on research issues within the field of business administration and management. The course will provide a philosophical examination of some of the conceptual foundations of modern science. Different understandings of scientific explanation will be explored following which we will take an in-depth look at some of the major shifts of paradigm that are generally referred to as scientific revolutions.

**Required reading:**

Zucker, A. (ed), Introduction to the Philosophy of Science, Prentice Hall, 1996, (ot later edition),

Curd, M. and Cover, J.A., Philosophy of Science: The Central Issues, W.W. Norton & Company, London, 1998 (or later edition),

Kuhn, T., The Structure of Scientific Revolutions, University of Chicago Press, 1962, 1970, 1996 (or later edition).

**Form of examination:** - Continuous assessment based on case analyses and presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

**Language of instruction:** English

**Work placement:**

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**Course unit title:** **Qualitative Research Methodology**

**Course unit code:** DBA802

**Type of course unit (compulsory, optional):** Compulsory

**Level of course unit:** 3<sup>rd</sup> Cycle

**Year of Study:** 1<sup>st</sup>

**Semester when the course unit is delivered:** 1<sup>st</sup>

**Number of ECTS Credits:** 6

**Name of lecturer:**

**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Carry out an advanced analysis of the the characteristics, language and logic of qualitative research methods.
- Analyze and apply the techniques of qualitative data analysis in the conduct of their DBA thesis research.
- Assess the level of quality and rigor in a qualitative research study.
- Formulate grounded hypotheses for later quantitative investigation;
- Explain and interpret the meanings, assumptions, and context of the results of a qualitative research undertaking.

**Mode of delivery:** Face-to-face

**Prerequisites and co-requisites:**

## **Recommended optional programme components:**

### **Course contents:**

This course will present and elucidate the characteristics of various approaches to designing and conducting qualitative research projects in the field of business administration and management as well as information technology. Students will be exposed to the various qualitative methods and techniques used in social science research thus providing them with a firm scientific basis for designing and carrying out their own piece of doctoral research using qualitative methodology (research design, method of data collection, method of data analysis).

### **Required reading:**

Denzin, N. K. & Lincoln, Y. S., (eds.), The SAGE Handbook of Qualitative Research, Sage Publications, 2005.

Creswell, J. W. Qualitative Inquiry and Research Design: Choosing Among Five Traditions. Sage Publications, 1997.

Morse, J. M. (ed). Critical Issues in Qualitative Research Methods, Sage Publications, 1993.

### **Form of examination:**

- Continuous assessment based on exercises and presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

### **Language of instruction:**

English

### **Work placement:**

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<b>Course unit title:</b>	<b>Quantitative Research Methodology</b>
<b>Course unit code:</b>	DBA803
<b>Type of course unit (compulsory, optional):</b>	Compulsory
<b>Level of course unit:</b>	3 <sup>rd</sup> Cycle
<b>Year of Study:</b>	1 <sup>st</sup>
<b>Semester when the course unit is delivered:</b>	1 <sup>st</sup>
<b>Number of ECTS Credits:</b>	6
<b>Name of lecturer:</b>	
<b>Learning outcomes of the course unit:</b>	

Upon successful completion of this course the student will be able to:

- Successfully carry out a piece of doctoral research utilizing quantitative methods;
- Identify differences between descriptive statistics;
- Identify differences between variables;
- Compute and interpret measures of explained variables;
- Understand sampling distribution;
- Use sampling distribution of the difference between two sample means;
- Interpret the results in terms of the hypothesis being tested;
- Able to fully use and understand statistical packages for data analysis such as SPSS, SAS, LISREL, etc.;
- Write, present, and successfully defend a doctoral thesis in his/her chosen area of interest.

**Mode of delivery:**

Face-to-face

**Prerequisites and co-requisites:**

**Recommended optional programme components:**

**Course contents:**

The course addresses the various multivariate statistical techniques commonly used to analyze data in management research. Multiple regression analysis, correlation, analysis of variance, discriminant analysis are all covered at some length in the course. SPSS, SAS, LISREL are used as the statistical packages for data analysis. Interpretation, reporting and critical reflection of the results for management are emphasized throughout the course.

**Required reading:**

Gill, J., and Johnson, P., Research Methods for Managers, SAGE Publications Ltd., 4<sup>th</sup> edition, 2010.

Krishnaswamy, K.N., Sivakumar, A.I., Mathirajan, M., Management Research Methodology: Integration of Methods and Techniques, Pearson Education India, 2009.

Agresti, A., and Barbara Finlay, Statistical Methods for the Social Sciences, 4. ed.: Upper Saddle River, N.J. Pearson, 2009.

Tharenou, P., Donohue, R., and Cooper, B., Management Research Methods, Cambridge University Press, 2007.

Johnson, P., and Clark, M., Business and Management Research Methodologies, SAGE Publications, 2006.

**Form of examination:**

- Continuous assessment based on exercises and quizzes (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

**Language of instruction:** English

**Work placement:**

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**Course unit title:** Innovation and Change Management

**Course unit code:** DBA804

**Type of course unit (compulsory, optional):** Compulsory

**Level of course unit:** 3<sup>rd</sup> Cycle

**Year of Study:** 1st

**Semester when the course unit is delivered:** 2<sup>nd</sup>

**Number of ECTS Credits:** 4

**Name of lecturer:**

**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Critically assess the nature and role of innovation and change in the management of organizations in the profit and not-for-profit sectors of the economy and other types of organizations in the twenty-first century.
- Analyze and develop a high level capacity to respond practically and creatively to problems and opportunities;
- Analyze approaches designed to develop ideas, manage innovation and transfer knowledge (including scanning the environment, changing structures, improving systems and involving people);
- Help organizations in establishing a climate in which creativity, entrepreneurship and innovation can grow.
- Analyze, develop, and apply effective innovative strategies (including the learning organization, the use of partnership, networks and self-organization) for restructuring an organization.
- Develop and apply advanced knowledge of how innovation works, and how people interact with changed circumstances.
- Develop innovative ideas and concrete plans which contribute to a better understanding of the different perspectives of innovation and how these impact upon an organization's competitive strategy and market position.
- Have a broad comprehension of concepts and theories for understanding and analyzing change and innovation;
- Identify and critically reflect on key managerial issues and trade-offs in organizing for innovation and change;
- Discuss and propose alternative ways of organizing to encourage innovation, creativity and change in organizations
- Assess the impact of information and communication technologies on problem-solving, data access and networking.

**Mode of delivery:** Face-to-face

**Prerequisites and co-requisites:****Recommended optional programme components:****Course contents:**

Managers must have a deep understanding of how innovation works, and how people interact with changed circumstances. Implementation of new ideas, new strategies and new technology is one of the most complex of any organization's tasks. This course introduces the student to the perspective of innovation and change in the organization. It highlights the tools and techniques necessary to ensure success when bringing new processes and different strategies into an organization. The course aims to examine these processes within large and small businesses across all sectors in order to understand the essential features of the management of innovation and change

**Required reading:**

Galavan, R., Murry, J, and Markides, C (eds), Strategy, Innovation, and Change: Challenges for Management, Oxford University press, 2008.

**Form of examination**

- Continuous assessment based on case analyses and presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the "Doctoral Student Handbook").

**Language of instruction:**

English

**Work placement:**

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**Course unit title:**

**Global Finance**

**Course unit code:**

DBA805

**Type of course unit (compulsory, optional):**

Compulsory

**Level of course unit:**

3<sup>rd</sup> Cycle

**Year of Study:**

1<sup>st</sup>

**Semester when the course unit is delivered:**

2<sup>nd</sup>

**Number of ECTS Credits:**

4

**Name of lecturer:****Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Evaluate a company's profitability using measures of company performance - net income - as well as profitability analysis techniques including per share analysis, common-size analysis, percentage change analysis, and alternative measures of income.
- Compare the profitability of companies using the rate of return on assets and its components: profit margin and total assets turnover.
- Evaluate short-term liquidity risk, long-term solvency risk, credit risk and bankruptcy risk, systematic risk and fraudulent financial reporting risk.
- Describe the concept of quality of accounting information, including the attributes of economic content and earnings sustainability.
- Develop financial statement forecasts including balance sheets, income statements, and statement of cash flows.
- Estimate the company value using dividend-based valuation approaches. .
- Determine the impact of the following factors on market multiples, (a) risk and the cost of equity capital, (b) growth, (c) differences between current and expected future earnings, and (d) alternative accounting methods and principles.

**Mode of delivery:**

Face-to-face

**Prerequisites and co-requisites:**

**Recommended optional programme components:**

**Course contents:**

The course presents and analyzes the latest standards of financial analysis and reporting methods as they apply in a global market environment. The course is delivered through a carefully judged blend of practice, theory and case-based learning. Six core modules provide a through grounding in the field of international, organizational finance including subject matter that covers all current trends and issues; The course presents and analyzes the latest advances in financial theory as well as problem-solving techniques used in modern accounting and finance. The student will have an advanced understanding of financial statements, capital budgeting, working capital management, long-term debts, and capital funding. The course provides the student with the analytical tools and techniques used in financial accounting as applied to complex business situations internationally. It addresses contemporary issues in management accounting, financial management and organizational control.

**Required reading:**

Williams, J., et al, Financial and Managerial Accounting, McGraw-Hill/Inwin, 2009

**Form of examination:**

- Continuous assessment based on exercises and quizzes (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the "Doctoral Student Handbook").

**Language of instruction:**

English

**Work placement:**

<b>Course unit title:</b>	<b>Marketing in the Information Age</b>
<b>Course unit code:</b>	DBA806
<b>Type of course unit (compulsory, optional):</b>	Compulsory
<b>Level of course unit:</b>	3 <sup>rd</sup> Cycle
<b>Year of Study:</b>	1st
<b>Semester when the course unit is delivered:</b>	2 <sup>nd</sup>
<b>Number of ECTS Credits:</b>	4

**Name of lecturer:**

**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Apply concepts, theories and models for a better appreciation of the challenges and opportunities of marketing in the information age.
- Use information technology to design and implement an effective global marketing strategy in the information age.
- Integrate various elements of marketing to develop marketing plans for specific marketing activities.
- Analyze social media and show how it contributes to the development of an effective marketing strategy.
- Systematically analyze and solve marketing problems.
- Use analytical skills to evaluate business problems, identify key issues involved in a problem, and develop alternative solutions.

**Mode of delivery:** Face-to-face

**Prerequisites and co-requisites:**

**Recommended optional programme components:**

**Course contents:**

The advent of modern information technology (IT) has brought about revolutionary changes in the way businesses are run today. In the field of marketing the influence of IT has included the way in which marketing information is collected, structured and disseminated in a way that allows effective marketing strategies to be executed. The course is structured in a way that responds adequately to the changing dynamics of global marketing in the information age. The course will also focus on the alignment of the company's international marketing strategy and its information technology strategy in order to maximize its Organizational Learning and Knowledge Management abilities in the global market environment.

**Required reading:**

Daniel, E. et al, Marketing in the Digital Age, Pearson Education, London, 2001.

Schneider, G., Electronic Commerce, Thompson Course Technology, 2002.

Postman, P. The Marketing Era: Marketing to the Imagination in a Technology-Driven World, McGraw-Hill, N.Y. 1998.

Cateora, P. R. and Ghauri, P.N., International Marketing: European Edition, McGraw-Hill (latest edition)

**Form of examination:** - Continuous assessment based on case analyses and presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

**Language of instruction:** English

**Work placement:**

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**Course unit title:** Global Business

**Course unit code:** DBA807

**Type of course unit (compulsory, optional):** Compulsory

**Level of course unit:** 3<sup>rd</sup> Cycle

**Year of Study:** 1st

**Semester when the course unit is delivered:** 2nd

**Number of ECTS Credits:** 4

**Name of lecturer:**

**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Assess role of information systems management and show its relevance in structuring an organization’s competitive strategy in the global business environment
- Skilfully utilize modern information systems and technology in designing and implementing a global business strategy
- Assess and provide alternative solutions to a company’s international strategy and the external environment factors that impact its competitiveness.
- Analyze corporate situations from a global, cross-functional perspective and provide alternative solutions to formulating a competitive strategy in the global marketplace.

**Course contents:**

This course focuses on an analysis of international business, foreign investment, trade and globalization. Topics include global economies, the role of technological and cultural factors in conducting global business, the multinational enterprises (MNE) and their key management issues.

Even though this course draws on several different academic disciplines including economics, international economics, strategic management, the goal is always to draw out the implications for firms.

**Required reading:**

Ajami, R.A. & Goddard, G.J., International Business – A Course on the Essentials, 3<sup>rd</sup>. edition, M.E. Sharpe, 2014

Carpenter, M., and Sanjyot P. Dunung, International Business: Opportunities and Challenges in a Flattening World, Emerald, 2011

Dunning J.H., Lundan S.M., Multinational Enterprises and the Global Economy, 2nd edition, Edward Cheltenham: Elgar Publishing Ltd, 2008.

Dunning J.H., Multinationals, Technology and Competitiveness, London: Unwin Hyman Ltd, 1988.

**Form of examination:**

- Continuous assessment based on case analyses and presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

**Language of instruction:**

English

**Work placement:****Course unit title:**

**Research Seminars & Workshops**

**Course unit code:**

DBA808, DBA809, DBA810, DBA811

DBA812, DBA813

**Type of course unit (compulsory, optional):**

Compulsory

**Level of course unit:**

3<sup>rd</sup> Cycle

**Year of Study:**

**2<sup>nd</sup> Year:** DBA808, DBA809, DBA810, DBA811

**3<sup>rd</sup> Year:** DBA812, DBA813

**Total Number of ECTS Credit points:**

26

**Name of lecturers:**

To be specified

**Learning outcomes of the course units:**

Upon successful completion of these research seminars and workshops the student will be able to:

- Apply theoretical and methodological understanding and skills into devising researchable ideas and specific research questions and hypotheses.
- Conduct a focused review of the relevant literature and create appropriate conceptual framework.
- Develop a realistic research design with specific research strategies.
- Think through and articulate a chapter by chapter outline of the intended DBA thesis.
- Communicate research ideas and the appropriate theoretical and methodological issues effectively and efficiently.
- Critique other's ideas paying particular attention to both theoretical and methodological rigor and reality.
- Gain an understanding of the process of DBA thesis including: stress, time, and project management, committee formation, thesis proposition and defense.

**Mode of delivery:**

Face-to-face

**Prerequisites and co-requisites:**

**Recommended optional programme components:**

**Course contents:**

These Research Seminars and Workshops are designed to enable students prepare and present ongoing DBA theses research to peers and faculty as well as share ideas on their on-going thesis research. They also provide the opportunity for students to have informed insight from guest lecturers on their on-going thesis research.

**Recommended readings:**

Rudestam, K.E. & Newton, R.R., *Surviving Your Dissertation: A Comprehensive Guide to Content and Process*, 3<sup>rd</sup> Edition, Sage Publications, 2007.

Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, Sage Publications, 2009.

Leedy, P. & Ormrod, J. *Practical Research: Planning and Design*, 9<sup>th</sup> edition, Pearson Publications, 2009.

Babbie, E. *The Practice of Social Research*, 12<sup>th</sup> Edition, Wadsworth, 2010.

**Examination form:**

- Continuous assessment based on research presentations (100% of final grade).

(For details on forms of examination please refer to Chapter 3 of the “Doctoral Student Handbook”).

**Language of instruction:**

English

**Work placement:**

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Following successful completion of the course component of the programme students will focus their full attention on research leading to the DBA thesis. Each student is assigned a thesis supervisor who will guide him/her through the research process. Students are encouraged to choose a topic from their area of responsibility in an organization (or an area they wish to focus upon in their career path) for the DBA thesis. The thesis, comprising 40 000 to 45 000 words and embodying the result of an original investigation, must be submitted and orally defended in *viva voce* whose members are made up of faculty members of CASS Europe, adjunct faculty from partner universities, and external assessors.