PhD Business Administration Program Curriculum

Code	Courses	Class Hours	Self-Study Hours	ECTS*
1st Year Courses (30 ECTS Credit Points)				
	Unit 1: Fundamentals of Scientific Research Courses			
PHDBA831	Philosophy of Science	30	100	5
PHDBA832	Qualitative Research Methodology	30	100	5
PHDBA833	Quantitative Research Methodology	30	100	5
	Unit 2: Specialized Courses in Business Management and Research Seminars/Workshops			
PHDBA834	International Business Management	30	100	5
PHDBA835	Business Policy and Strategy	30	100	5
PHDBA836	Business Management Research Seminar/Workshop I	30	100	5
2nd Year Courses (20 ECTS Credit Points)				
	Unit 3: Specialized Courses in Business Management and Research Seminars/Workshops			
PHDBA837	International Marketing	30	100	5
PHDBA838	Business Law	30	100	5
PHDBA839	Business Management Research Seminar/Workshop II	30	100	5
PHDBA840	International Human Resource Management	30	100	5
3rd Year Courses (10 ECTS Credit Points)				
	Unit 4: Research Seminars/Workshops			
PHDBA841	Business Management Research Seminar/ Workshop III	30	100	5
PHDBA842	Business Management Research Seminar/ Workshop IV	30	100	5
Total Courses, Research Seminars/Workshops		**360**	**1200**	**60**
	Unit 5: Thesis			
PHDBA911TH	PhD Business Administration Thesis			120

*ECTS = European Credit Transfer and Accumulation System

PhD BUSINESS ADMINISTRATION MODULE DESCRIPTIONS

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Course unit title:	**Philosophy of Science**
Course unit code:	PHDBA831
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	1st
Number of ECTS Credits:	5

Name of lecturer:

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), <u>Introduction to the Philosophy of Science</u>, Prentice Hall, 1996, (ot later edition),

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

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

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%n 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: PHDBA832

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

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 characteristics, language and logic of qualitative research methods.
- Analyze and apply the techniques of qualitative data analysis in the conduct of their PhD 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%n 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:	**Quantitative Research Methodology**
Course unit code:	PHDBA833
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	1st
Number of ECTS Credits:	5
Name of lecturer:	

Learning outcomes of the course unit:

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., 4th 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%n 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:	**International Business Management**
Course unit code:	PHDBA834
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	2nd
Number of ECTS Credits:	5

Name of lecturer:

Learning outcomes of the course unit:

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

- Examine political, economic, geographic, and cultural forces that shape a global competitive context.
- Analyze global industries, identify capabilities, and develop plans for competing.
- Assess how companies innovate and compete in global markets and develop and implement a global strategy.
- Develop practical techniques to support international management, such as country evaluation, methods of international market entry, market development planning and strategic analysis.
- Assess the global business context and how companies develop global strategies and formulate strategic plans to build global market share and defend market positions.
- Describe and assess tools and strategies for the management of innovation in the global marketplace.
- Describe and assess theory and application of sustainable management in different cultural settings.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The International Business Management module provides participants with the knowledge and skills to compete effectively in the ever-changing global business environment. The course focuses on managing international organizations in a rapidly changing, global, business environment.

Required reading:

Ajami, R.A. & Goddard, G.J., International Business – A Course on the Essentials, 3rd. 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., Multiational 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%n 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:	**Business Policy and Strategy**
Course unit code:	PHDBA835
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	2nd
Number of ECTS Credits:	5
Name of lecturer:	

Learning outcomes of the course unit:

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

- Analyze a good strategy process in an organization
- Critically analyze a good company strategy and show how it leads to good business performance
- Appraise concepts and tools of strategic analysis
- Craft, examine and competently execute a well-conceived strategy.
- Develop a global perspective of business policy and strategy

- Develop and appreciation of global opportunities and threats to an organization
- Identify global opportunities and determine key strategies to successfully pursue these opportunities.
- Identify global threats and determine key strategies to insulate a company from these threats.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course will address issues related to study of the development of company policy and strategy; impact of a company's internal and external environment on strategic decisions; case practice in analyzing and formulating business policy and strategy. The center of attention is the total enterprise (the industry and competitive environment in which it operates), its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Throughout the course attention will be focused on the foremost issue in running a business enterprise: "What must managers do, and do well, to ensure the success of their business?" The answer that emerges, and which becomes the theme for this course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management.

Required reading:

Wheelen, T.L., and Hunger, J.D., Strategic Management and Business Policy: Toward Global Sustainability (13th.edition), Pearson, 2012.

Kazami, A., Strategic Management and Business Policy,, McGraw-Hill Education, 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%n 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: **International Marketing**

Course unit code: PHDBA837

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Analyze, anticipate and develop a response to the changing international business environment.
- Evaluate the marketing significance of socio-cultural differences within and between countries.
- Competently evaluate the critical success factors in international marketing.
- Select the most appropriate market entry strategies for particular overseas markets.
- Develop a sense of the ethical and social responsibilities of international marketers.
- Effectively and efficiently prepare an international marketing plan which demonstrates the ability to develop effective marketing strategies appropriate for another country's environment.
- Skilfully utilize information systems and technology in developing an effective international marketing strategy.
- Critically analyze the process of international market selection.
- Appraise the effect of the global environment on international marketing activities.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The module will provide students with a knowledge and critical understanding of the global competitive marketplace, and international business activity within it, from a marketing perspective. The module will place emphasis on extant theory, ensuring that students have an awareness of key concepts and principles that can be applied to contemporary situations

Required reading:

Baack, D.W., Harris, E.G., Donald Baack, International Marketing, Sage Publications, 2013.

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%n of final grade).

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

Language of Instruction: English

<u>**Work placement**</u>

Course unit title: **Business Law**

Course unit code: PHDBA838

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Summarize basic contract law and explain advanced contract concepts such as the Statute of Frauds, assignment, delegation, performance and discharge, breach of contract and remedies.
- Explain the basic concepts of warranties and product liability.
- Explain legal concepts related to negotiable instruments, creditors' rights and bankruptcy.
- Explain basic employment, labor law and employment discrimination concepts.
- Summarize the advantages and disadvantages of business entities such sole proprietorships, partnerships, limited partnerships, limited liability partnerships, and limited liability companies.
- Identify the formation and financing of corporations and the roles of corporate shareholders, directors, and officers.
- Name the requirements of corporate mergers and acquisitions.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The purpose of this course is to give students an overview of legal matters that they will deal with in their professional life. The course begins with a quick review of ethics, how laws are made, sources of law, and civil and criminal procedures. Then, students differentiate among the different types of law. Landmark cases that influence business law today will be reviewed and discussed to enhance students' overall understanding of the material. The course will also explore the international aspects of business law. The course introduces the most important international treaties and laws within the European, U.S. and international business environments.

Required reading:

Mallor J. et al, <u>Business Law</u>, Perarson, 2012

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%n 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: **International Human Resources Management**

Course unit code: PHDBA840

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Competently evaluate HR issues facing global HR managers today.
- Create and manage multicultural teams.
- Effectively negotiate across cultures.
- Appraise the cultural bases of HR practices and organizational behavior.
- Match HR strategy to a company's global strategy.
- Apply organizational behavior principles in designing HR systems for different global regions.
- Apply cultural maps to modify domestic HR practices
- Benchmark and develop specific HR systems for different regions and cultures such as recruitment, selection, compensation, performance management, and training.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

Faced with the continuing growth of globalization in industry, Human Resource professionals are increasingly required to demonstrate understanding of the intricacies of conducting HRM programs in international and cross-cultural contexts. This course will examine organizational and employee perspectives on the design and delivery of international HRM programs. Issues to be explored include strategies for global recruitment and selection, multi-country compensation programming, cross-cultural adjustment and repatriation, performance management and career development for multinational employees, and international labor relations

Required reading:

Dowling, P. et al, International Human Resource Management (with CourseMate and eBook Access Card), Cenage Learning, 2013

Harzing, A-W. and Pinningron, A., (eds.), International Human Resources Management, Sage Publications, 2011.

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%n 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: PHDBA836, PHDBA839, PHDBA841, PHDBA842

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: PHDBA836 (Year 1, Second semester), PHDBA839 (Year 2, Second semester)
          PHDBA841 (Year 3, First semester),   PHDBA842 (Year 3, First semester)

Semester when the course unit is delivered: See above

Number of ECTS Credits: 20

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course 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 PhD 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 dissertation including: stress, time, and project management, committee formation, dissertation 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, 3rd 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, 9th edition, Pearson Publications, 2009.

Babbie, E. The Practice of Social Research, 12th 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 PhD thesis. Each student is assigned a thesis supervisor who will guide him/her through the research process. The thesis, comprising at least 45 000 words and embodying the result of an original investigation, must be submitted and orally defended in front of a panel of experts made up of faculty members of CASS Europe, adjunct faculty from partner universities and external assessors.

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PhD Healthcare Management   Program Curriculum

Code	Courses	Class Hours	Self-Study Hours	ECTS*
1st Year Courses (30 ECTS Credit Points)				
	Unit 1: Fundamentals of Scientific Research Courses			
PHDHC851	Philosophy of Science	30	100	5
PHDHC852	Qualitative Research Methodology	30	100	5
PHDHC853	Quantitative Research Methodology	30	100	5
	Unit 2: Specialized Courses in Healthcare Management			
PHDHC854	Health Policy and Planning	30	100	5
PHDHC855	Health and Social Care Marketing	30	100	5
PHDHC856	International health Management	30	100	5
2nd Year Courses (20 ECTS Credit Points)				
	Unit3: Research Seminars/Workshops and Specialized Courses in Healthcare Management			
PHDHC857	Healthcare Management Research Seminar/Workshop I	30	100	5
PHDHC858	Healthcare Management Research Seminar/Workshop II	30	100	5
PHDHC859	Health Legislation	30	100	5
PHDHC860	Management of Human Resource in Healthcare	30	100	5
3rd Year Courses (10 ECTS Credit Points)				
	Unit 4: Research Seminars/ Workshops			
PHDHC861	Healthcare Management Research Seminar/Workshop III	30	100	5
PHDHC862	Healthcare Management Research Seminar/Workshop IV	30	100	5
Total Courses, Research Seminars/Workshops		**360**	**1200**	**60**
	Unit 5: Thesis			
PHDHC921TH	PhD Healthcare Management Thesis			120

*ECTS = European Credit Transfer and Accumulation System

PhD HEALTHCARE MANAGEMENT MODULE DESCRIPTIONS

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Course unit title:	**Philosophy of Science**
Course unit code:	PHDHC851
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	1st
Number of ECTS Credits:	5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the course 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 Healthcare Management.
- Have a solid foundation upon which to pursue research in his/her chosen area within the field of Healthcare 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), <u>Introduction to the Philosophy of Science</u>, Prentice Hall, 1996, (ot later edition),

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

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

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%n 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: PHDHC852

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

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 characteristics, language and logic of qualitative research methods.
- Analyze and apply the techniques of qualitative data analysis in the conduct of their PhD 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.), <u>The SAGE Handbook of Qualitative Research</u>, Sage Publications, 2005.

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

Morse, J. M. (ed). <u>Critical Issues in Qualitative Research Methods</u>, 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%n 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: **Quantitative Research Methodology**

Course unit code: PHDHC853

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Successfully carry out a piece of research undertaking in the field of ICT management 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 PhD 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.

Recommended reading:

Gill, J., abd Johnson, P., Research Methods for Managers, SAGE Publications Ltd., 4th 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%n of final grade).

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

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Language of instruction:	English

Work placement:

Course unit title:	**Health Policy and Planning**
Course unit code:	PHDHC854
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	2nd
Number of ECTS Credits:	5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically analyze issues within health policy and planning.
- Devise appropriate health policy responses.
- Effectively and efficiently formulate, implement, and evaluate health policies and plans.
- Critically analyze health policy and planning systems.
- Utilize interdisciplinary skills in evaluating healthcare policy and planning issues.
- Report and interpret results for management.
- Critically assess data and the results of analysis.

Mode of delivery:	Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The module examines the development of health services in a number of countries focusing particular attention on the social, demographic, economic and political factors that are relevant to planning health services and delivering health care. Students are encouraged to focus their attention on the politics of resource allocation, health planning, health care costs and their containment strategies, health care quality assurance, disaster plans, and the economics of health care. The module is designed to provide students with the factual materials and conceptual apparatus needed to critically evaluate the processes that determine priorities within a Healthcare System and other areas of public provision.

It addresses addresses major health policy issues and the critical processes and forces that shape them. Major health policy issues addressed include: Health Insurance,
public health, managed care development and regulation, healthcare reform with examples from a selected number of developed and developing countries.

Required reading:

Green, A. An Introduction to Health Planning in Developing Countries, Oxford University Press, 2010.

Health Policy and Planning Journal (Oxford Univerity Press).

Form of examination:	- Continuous assessment based on case analysis and presentations (40% of final grade).
	- A three-hour individual written exam at the end of the course (60%n 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: **Health and Social Care Marketing**

Course unit code: PHDHC855

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically examine the applicability of marketing principles and practice to the solution of social and health problems.
- Conceptualize and analyze a social marketing campaign.
- Effectively analyze marketing strategy and management from the perspective of the healthcare sector.
- Critically analyze marketing strategies in different industries within the healthcare sector.

- Systematically review the effectiveness of health and social marketing communications as a way of modifying attitudes and behavior.

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

Prerequisites and co-requisites:

Recommended optional programme component:

Course contents:

This course examines key marketing issues in the pharmaceutical, biotech and medical device industries. The focus is on aspects that distinguish marketing in these industries from more general marketing in non-health care industries. After reviewing the similarities and differences, there will be an in-depth focus on the following topics: product launch and growth, from a strategic and tactical execution perspective; regulation, direct to consumer advertising, and off label usage unique features of medical device marketing, including hospital purchasing, role of sales reps etc.; biotechnology marketing, for both niche and blockbuster products; marketing mix optimization; global brand management. The module ends with an examination of industry evolution and current state of flux inclusive of relatively new marketing expectations such as social media and relationship marketing.

Required reading:

Lefebvre, R.C., <u>Social Marketing and Social Care: Strategies and Tools for Improving Health, Well-Being, and the Environment</u>, Wiley, 2013.

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

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

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

Language of delivery: English

Work placement:

Course unit title: **International Health Management**

Course unit code: PHDHC856

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically appraise the international healthcare system.
- Analyze the different healthcare systems that exist at the international level
- Critically evaluate the healthcare systems from both the developed and developing countries perspectives

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This module examines the structure of healthcare systems in different countries, focusing on financing, reimbursement, delivery systems and adoption of new technologies. The relative roles of private sector and public sector insurance and providers, and the effect of system design on cost, quality, efficiency and equity of medical services will be thoroughly examined. Which systems and which public/private sector mixes are better at achieving efficiency and equity. How do these different systems deal with tough choices, such as decisions about new technologies. Examples from a selected number of developed and developing counties will be presented and analyzed.

Required reading:

Walshe, K., and Smith, J., (eds.), Healthcare Management, 2nd. Edition, Open University Press, 2011.

International Journal of Health Policy and Management (various issues)

Advances in Healthcare Management, Emeralds bi-annual journal (various issues)

Form of examination:	- Continuous assessment based on case analysis and presentations (40% of final grade).
	- A three-hour individual written exam at the end of the course (60%n 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: **Healthcare Management Research Seminar /Workshop 1**

Course unit code: PHDHC857

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd cycle

Year of study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS credits: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon completion of the seminar the student will be able to:

- Effectively analyze the business of healthcare.
- Design and implement a strategy for effective management of health care.
- Analyze the challenges facing healthcare from different perspectives and propose alternative solutions.
- Analyze the competitive strategy of a healthcare organization and propose alternative solutions.
- Analyze and propose strategies for effective management of healthcare organizations.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme component:

Course contents:

This research seminar presents an overview of the business of health and how a variety of health care organizations have gained, sustained, and lost competitive advantage amidst intense competition, widespread regulation, high interdependence, and massive technological, economic, social and political changes. Specifically, we evaluate the challenges facing health care organizations using competitive analysis, identify their past responses, and explore the current strategies they are using to manage these challenges (and emerging ones) more effectively. Students will develop generalized skills in competitive analysis and the ability to apply those skills in the specialized analysis of opportunities in producer (e.g. biopharmaceutical, medical product, information technology), purchaser (e.g. insurance), and provider (e.g. hospitals, nursing homes, physician) organizations and industry sectors. The course is organized around a number of readings, cases, presentations, and a required project.

Required reading:

Lombardi, D.N., Schermerhorn, J.R., and Stouffer, T., Health Care Management, Wiley, 2007.

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

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

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

Language of delivery:

Work placement:

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Course Unit title:	**Health Legislation**
Course unit code:	PHDHC859
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd cycle

Course Unit title: **Health Legislation**

Course unit code: PHDHC859

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd cycle

Year of study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically assess European and international health legislations.
- Analyze the ethical dimensions of health legislation in Europe and internationally
- Analyze the impact of health legislation on human resources development in the healthcare sector in Europe and internationally.
- Analyze the impact of legislation on healthcare providers in Europe and internationally.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme component:

Course contents:

This course offers opportunity for student-directed study and writing about health care legal systems and issues in a selected number of countries. It requires individualized research and writing, as well as selection of class readings, class presentations and leadership of discussions among colleagues in the class. Any legal topic relevant to human health care is open for the students' investigation. The course will also explore the legal, policy and ethical issues encountered by health care professionals in the continuously evolving health care system. Topics addressed include government regulation of health care providers, patient consent to and refusal of treatment, human reproduction issues, privacy and confidentiality, tax-exemption, antitrust, fraud and abuse, mental health issues and health information

management. Students will gain the ability to analyze legal and ethical health care resources by engaging in interactive discussions and informative research.

Required reading:

Pozgar, G.D., <u>Legal Aspects of Healthcare Administration</u>, Jones & Bartlett Learning, 2011.

Morrison, E.E., <u>Ethics in Health Administration: A Practical Approach for Decision Makers</u>, 2nd. Edition, Jones & Bartlett, 2009.

Form of examination:	- Continuous assessment based on case analysis and presentations (40% of final grade).
	- A three-hour individual written exam at the end of the course (60%n of final grade).
	(For details on forms of examination please refer to Chapter 3 of the "Doctoral Student Handbook").

Language of delivery: English

Work placement:

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Course unit title:	**Management of Human Resources in Healthcare**
Course unit code:	PHDHC859
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd cycle
Year of study:	3rd
Semester when the course unit is delivered:	1st
Number of ECTS credits:	5

Name of lecturer:

Learning outcomes of the course unit:

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

- Competently analyze the strategic aspects of human resources in the healthcare sector
- Effectively analyze human resource management issues in the healthcare sector
- Analyze and propose long-lasting solutions to human resources management problems in the healthcare sector.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme component:

Course contents:

This module provides a strategic overview of the key concepts and principles of human resource function and management in the healthcare sector. Special emphasis will-placed on human resource roles and competencies, and creating a personal career development plan. Issues, trends, and problems facing the human resource professionals in the healthcare industry are also identified and addressed. Following this the module will focus on the specific aspects of human resources management in healthcare. Specific issues address include: job analysis, recruitment, interviewing, selection, placement, staffing, performance appraising, outplacement, forecasting, and organizational development.

Recommended reading:

Nils, N. Healthcare Human Resources Management, Jones & Bartlett Learning, 2013.

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

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

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

Language of delivery: English

Work placement:

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Course unit title: Research Seminars & Workshops

Course unit code: PHDHC858, PHDHC861, PHDHC862

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: PHDHC858 (2nd Year, First semester), PHDHC861 (3rd Year, First semester), PHDHC862 (3rd Year, First Semester)

Semester when the course unit is delivered: See above

Number of ECTS Credits: 15

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course 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 PhD 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 dissertation including: stress, time, and project management, committee formation, dissertation 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, 3rd 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, 9th edition, Pearson Publications, 2009.

Babbie, E. The Practice of Social Research, 12th 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 PhD thesis. Each student is assigned a thesis supervisor who will guide him/her through the research process. The thesis, comprising at least 45 000 words and embodying the result of an original investigation, must be submitted and orally defended in front of a panel of experts made up of faculty members of CASS Europe, adjunct faculty from partner universities, as well as external assessors.

PhD ICT Management Program Curriculum

Code	Courses	Class Hours	Self-Study Hours	ECTS*
1st Year Courses (30 ECTS Credit Points)				
	Unit 1: Fundamentals of Scientific Research Courses			
PHDICT871	Philosophy of Science	30	100	5
PHDICT872	Qualitative Research Methodology	30	100	5
PHDICT873	Quantitative Research Methodology	30	100	5
	Unit 2: Specialized Courses in ICT Management			
PHDICT874	Perspectives of Innovation in Management Research	30	100	5
PHDICT875	Business Process, Value Chains & Networks	30	100	5
PHDICT876	Strategy, Technology and Organization	30	100	5
2nd Year Courses (20 ECTS Credit Points)				
	Unit3: Research Seminars/Workshops and Specialized Courses in ICT Management			
PHDICT877	ICT Management Research Seminar/Workshop I	30	100	5
PHDICT878	Technology and Innovation Management	30	100	5
PHDICT879	The Web as a Source of Research Data	30	100	5
PHDICT880	The Role of ICT in Management Research	30	100	5
3rd Year Courses (10 ECTS Credit Points)				
	Unit 4: Research Seminars/Workshops			
PHDICT881	ICT Management Research Seminar/Workshop II	30	100	5
PHDICT882	ICT Management Research Seminar/Workshop III	30	100	5
Total Courses, Research Seminars/Workshops		**360**	**1200**	**60**
	Unit 5: Thesis			
PHDICT931TH	PhD ICT Management Thesis			120

*ECTS = European Credit Transfer and Accumulation System

PhD ICT MANAGEMENT MODULE DESCRIPTION

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Course unit title: Philosophy of Science

Course unit code: PHDICT871

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the course 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;
- 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), <u>Introduction to the Philosophy of Science</u>, Prentice Hall, 1996, (ot later edition),

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

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

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%n 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:	PHDICT872
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	1st
Number of ECTS Credits:	5
Name of lecturer:	

Learning outcomes of the course unit:

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

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

- Carry out an advanced analysis of the characteristics, language and logic of qualitative research methods.
- Analyze and apply the techniques of qualitative data analysis in the conduct of their PhD 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%n 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: **Quantitative Research Methodology**

Course unit code: PHDICT873

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Successfully carry out a piece of research undertaking in the field of ICT management 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 PhD 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., abd Johnson, P., Research Methods for Managers, SAGE Publications Ltd., 4th 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%n 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: **Perspectives of Innovation in Management Research**

Course unit code: PHDICT874

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Appraise the different ways innovation activities have been organized in organizations and show how these ways of organizing have changed over the last decades;, how they affect innovation management research, etc.
- Effectively analyze change and innovation from different perspectives of research
- 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;
- Evaluate and propose different ways of creative thinking and problem-solving in the organization;
- Appraise the impact of information and communication technologies (ICT) on problem-solving, data access and networking in and outside organizations
- Analyze the impact of innovation on management research during the past few years.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This course is concerned with the impact of information and communication technology (ICT) on innovation and knowledge management research. ICT is the driving force behind innovation and it also helps create value to businesses and society at large. The role of ICT in knowledge management and its contribution to the value development process will be thoroughly examined in the course. The course shall address the specific aspects of ICT that contribute to innovation and value creation in an organization with respect to its customers, products, and markets. ICT contributes in a significant way in accelerating research on innovation with open sources and open standards. This course shall address all of these issues and show how ICT plays a significant role in innovation and knowledge management research.

Required reading:

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

Form of examination:	- Continuous assessment based on case analyses and exercises (40% of final grade).
	- A three-hour individual written exam at the end of the course (60%n 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:	**Business Process, Value Chains and Networks**
Course unit code:	PHDICT875
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	1st
Semester when the course unit is delivered:	2nd
Number of ECTS Credits:	5
Name of lecturer:	

Learning outcomes of the course unit:

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

- Analyze and elaborate the concept of value creation within the organization.

- Competently appraise the methods and structures of business processes and their implications on management.
- Critically analyze the concepts of value creation, value-added processes, and efficiency management and show their implications for value chains and networks.
- Appraise core business processes and show their implications for value creation in the organization.
- Effectively develop a process-based approach to management.
- Appraise the challenges to intra-organizational and inter-organizational coordination and propose alternative solutions.
- Analyze and propose an effective methodology for organizing cross-functional teams of an organization within a geographical location and across the globe
- Appraise and demonstrate the role of ICT in the effective and efficient management of business processes, value chains and global networks.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This course addresses issues related to how a business process can be analyzed, redesigned and improved. A business process encompasses a set of activities that together contribute to achieving the objective of a business in an organization. These activities take place both within a single organization and also between organizations in the form of value chains and networks. A value chain describes a set of activities that organizations put in place in order to bring a product from its conception to its end use. The activities that comprise a value chain can be contained within a single organization or divided among different organizations and connected through networks that span the globe. Global value chains and networks comprise activities that are closely integrated and often managed on a day-to-day basis. Modern information and communication technology (ICT) plays a vital role in the efficient management of business processes, value chains and networks. Understanding the pattern and the dynamics of global production, how global value chains work, and the role ICT plays in the entire process constitute the central theme of this course.

Required reading:

McCormack, K.P. and Johnson W.C., <u>Business Process Orientation: Gaining the E-Business Competitive Advantage</u>, CRC Press Ltd, Boca Raton, Florida, 2001

Harvard Business Review on Managing the Value Chain, Harvard Business School Press, 2000.

Camarinka-Matos, L.M., Parasakins, I., Afsarmanesh, H. (eds.), <u>Leveraging Knowledge for Innovation in Collaborative Networks</u>, 10th IFIP Working Conference on Virtual Enterprise, Springer Link, 2009.

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

                                          - A three-hour individual written exam at the end of the course (60%n 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: Strategy, Technology and Organization

Course unit code: PHDICT876

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd Cycle

Year of Study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Effectively utilize modern information systems and technology in designing and implementing a global business strategy for the organization.
- Identify, acquire and implement new information technology to sustain and organization's competitive strategy
- Analyze conceptual models that help clarify the interaction between competition, patterns of technological and market change, and the way in which organizational capabilities are developed.
- Analyze and propose tools for the development of effective technology strategy as an integral part of business strategy in an organization and show their strengths and weaknesses.
- Appraise how technology organizations create, capture and deliver value to their customers through inter-organizational relationships.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course addresses fundamental issues of effective management of information technology in order to achieve the organization's competitive strategy in the global marketplace. Students will learn how to identify, acquire and implement new information technology to sustain an organization's competitive strategy. Participants will also learn how to plan information and communication technology (ICT) options so as to address important competitive needs of the organization.

The course will also examine the current techniques and practice of effective use of information systems in an organization and its impact on business strategy in the global marketplace. Analysis of emerging technologies with application to business processes is thoroughly examined. The course will address the role of management in effectively implementing an information systems strategy in the organization. It reviews the range and impact of information systems and technology organizations use in designing and implementing their global business strategies. Integration of information systems with business strategy, personnel, and organizational considerations are all addressed in the course.

Required reading:

Burgelman, R.A. & Maidique, M.A., _Strategic Management of Technology and Innovation_, Irwin, 1988.
Hill, C.W. & Jones, G.R., Essentials of Strategic Management, Houghton-Mifflin, N.Y., 2008.

Hayes, R.H., et al, Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley, 2005.

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%n 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:	**Technology and Innovation Management**
Course unit code:	PHDICT878
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3rd Cycle
Year of Study:	2nd
Semester when the course unit is delivered:	1st
Number of ECTS Credits:	5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically analyze the potential impact of upcoming technologies on various industrial sectors
- Effectively study technology companies and show how the meet the expectations of their various shareholders.
- Analyze and develop effective procedures for make informed investment decisions.
- Use information technology to develop effective ways of targeting new business opportunities.
- Analyze and propose innovative approaches to effective management procedures in high-technology companies in areas such as product/project management, strategic planning, and technology development

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course offers an understanding of the nature of innovation, the relationship between strategic leadership and innovation, and how organizations use technology and new product development processes to successfully manage change. Students examine the intersection of technology and innovation within the context of the organization and its industry.

After graduation, students apply their knowledge in industries such as telecommunications, computing, engineering, and biotechnology.

Required reading:

Rastogi, P.N., Management of Technology and Innovation, SAGE Publications, 2009.

Share, S., The Handbook of Technology and Innovation Management, Wiley-Blackwell, 2008

Technology Innovation Management Review (various issues)

Language of instruction: English

Work placement:

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%n of final grade).

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

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Course unit title:	**The Web as a Source of data for Scholarly Research**

Course unit code: PHDICT879

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Skillfully use the internet as part of sources of data for thesis research in their chosen filed
- Skillfully identify credible date for research using the internet
- Become aware of the techniques commonly used by scholars in the critical search and selection of information on the internet for the purpose of scientific research

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The World Wide Web contains a wealth of information on just about every imaginable topic. And the Internet being the most accessible avenue for information becomes the place where most students start when completing a research assignment. But much of the information that is available on the Net is less than credible as a source of data for scholarly research. The objective of this course therefore is to enable the student become aware of the techniques most commonly used by researchers in the critical search and selection of information available on the Net that represents credible and complementary sources of data for scholarly research. There are a good number of academic resources available on the Net that scholars use as the source of research data. These include hundreds of on-line journals and sites which have been set up by universities and other scholarly organizations for the purpose of research. The Internet is just one among many sources of data for scholarly research. This course shall address all of these issues and show how the Net, if used critically, can become a credible, complementary source of data for scholarly research.

Required reading:

None. Students are encouraged to find material relevant for their thesis research to present and discuss during the course.

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

- A three-hour individual written exam at the end of the course (60%n 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: **The Role of ICT in Management Research**

Course unit code: PHDICT880

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 3rd Cycle

Year of Study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS Credits: 5

Name of lecturer:

Learning outcomes of the course unit:

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

- Critically appraise the impact of ICT on innovation and knowledge management research.
- Critically analyze and show the key drivers of innovation and knowledge management in an organization and society at large;
- Appraise contemporary issues related to ICT, innovation and knowledge management research and propose alternative solutions.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This course is concerned with the impact of ICT on innovation and knowledge management research. ICT is the driving force behind innovation and it also helps create value to businesses and society at large. The role of ICT in knowledge management and its contribution to the value development process will be thoroughly examined in the course. The course shall address the specific aspects of ICT that contribute to innovation and to value creation in an organization with respect to its customers, products, and markets. ICT contributes in a significant way in accelerating research on innovation with

open sources and open standards. This course shall address all of these issues and show how ICT plays a significant role in innovation and knowledge management research.

Required Reading:

Le Masson, P., Weil, B., Hatchuel, A., <u>Strategic Management of Innovation and Design</u>, Cambridge University Press, 2013.

McElroy, M.W., *The New Knowledge Management: Complexity, Learning, and Sustainable Innovation,* Butterworth-Heinemann, 2003.

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%n 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: Research Seminars & Workshops

Course unit code: PHDICT877, PHDICT881, PHDICT882

Type of course unit (compulsory, optional):   Compulsory

Level of course unit: 3rd Cycle

Year of Study: PHDICT877 (2nd Year, First Semester), PHDICT881 (3rd Year, First Semester), PHDICT882 (3rd Year, First Semester)

Semester when the course unit is delivered: See above

Number of ECTS Credits: 15

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course 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 PhD 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 dissertation including: stress, time, and project management, committee formation, dissertation 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, 3rd 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, 9th edition, Pearson Publications, 2009.

Babbie, E. The Practice of Social Research, 12th 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 PhD thesis. Each student is assigned a thesis supervisor who will guide him/her through the research process. The thesis, comprising at least 45 000 words and embodying the result of an original investigation, must be submitted and orally defended in front of a panel of experts made up of faculty members of CASS Europe, adjunct faculty from partner universities, as well as external assessors.