

PhD Management Module Descriptions

(Version: April 2018)

<u>Code</u>	<u>Courses</u>	<u>Class Hours</u>	<u>Self-Study Hours</u>	<u>ECTS*</u>
<u>1st Year Courses (34 ECTS Credit Points)</u>				
Unit 1: Fundamentals of Scientific Research Courses				
PHDM801	Philosophy of Science	35	100	6
PHDM802	Qualitative Research Methodology	35	100	6
PHDM803	Quantitative Research Methodology	35	100	6
Unit 2: Specialized Courses in Management				
PHDM804	International Management	20	84	4
PHDM805	Technology & Innovation Management	20	84	4
PHDM806	International Healthcare Management	20	84	4
PHDM807	Global Financial Management	20	84	4
<u>2nd Year: Research Seminars & Workshops (16 ECTS Credit Points)</u>				
Unit 3: Research Seminars/Workshops				
PHDM808	Research seminar/Workshop I	20	84	4
PHDM809	Research seminar/Workshop II	20	84	4
PHDM810	Research seminar/Workshop III	20	84	4
PHDM811	Research seminar/Workshop IV	20	84	4
<u>3rd Year Courses (10 ECTS Credit Points)</u>				
Unit 4: DBA Thesis Workshops				
PHDM812	PHDM Thesis Workshop I	30	90	5
PHDM813	PHDM Thesis Workshop II	30	90	5
<u>Total Courses, Research Seminars/Workshops</u>		245	1152	60
Unit 5: Thesis				
PHDM901TH	PHDM Thesis			120

*ECTS = European Credit Transfer and Accumulation System

Course unit title:	Philosophy of Science
Course unit code:	PHDM801
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3 rd Cycle
Year of Study:	1 st
Semester when the course unit is delivered:	1 st
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:

- 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 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:

Course unit title:

Qualitative Research Methodology

Course unit code:

PHDM802

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:

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 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% 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:	Quantitative Research Methodology
Course unit code:	PHDM803
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3 rd Cycle
Year of Study:	1 st
Semester when the course unit is delivered:	1 st
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:

- 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% 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 Management

Course unit code:

PHDM804

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: 4

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 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% 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:	Technology and Innovation Management
Course unit code:	PHDM805
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3 rd Cycle
Year of Study:	1 st
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:

- Critically analyze the potential impact of upcoming technologies on various industrial sectors
- Effectively study technology companies and show how they meet the expectations of their various shareholders.
- Analyze and develop effective procedures for making 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)

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:	International Health Management
Course unit code:	PHDM806
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3 rd Cycle
Year of Study:	1 st
Semester when the course unit is delivered:	2 nd
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 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% 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:

Global Financial Management

Course unit code:

PHDM807

Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	3 rd Cycle
Year of Study:	1 st
Semester when the course unit is delivered:	2 nd
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:

Course unit title:

Research Seminars & Workshops

Course unit code:

PHDM808, PHDM809, PHDM810, PHDM811

PHDM812, PHDM813

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

3rd Cycle

Year of Study:

2nd Year: PHDM808, PHDM809, PHDM810, PHDM811

3rd Year: PHDM812, PHDM813

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 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 PhD 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 PhD 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:

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 40 000 to 45 000 words and embodying the result of an original investigation, must be submitted and orally defended in a *viva voce* whose members are made up of faculty members of CASS Europe, adjunct faculty members drawn from partner universities, and external assessors.