

DBA - *Intended Learning Outcomes*

Module 1	Introduction to Doctoral Research
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) create synthetic contextualized discussions of certain key issues related to doctoral research in business administration (e.g., theories, research articles); b) demonstrate self-direction in research and originality in solutions developed; c) organize a doctoral research project and to integrate it in their professional and private life; d) act autonomously in identifying research problems related to doctoral research in business administration.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of academic writing in business administration; b) development of critical knowledge of doctoral research processes in business administration; c) critical understanding of the diverse scholarly sources of evidence which can be used for doctoral research in business administration; d) critical assessment of the relevance of theories, concepts, models, and frameworks to solve research problems in business administration; e) development of critical knowledge about quality standards and ethical considerations in doctoral research.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously collect data and information from different sources of evidence and organize it into a coherent, comprehensive presentation; b) understand the standard modern conventions for the presentation of scholarly work and scholarly referencing; c) creatively apply the knowledge learned in the module to develop critical and original solutions for doctoral research in business administration; d) autonomously write an academic paper in publishable quality about a specific topic in the field of business administration.
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the various forms and sources of evidence pertaining to doctoral research in business administration; b) compare and evaluate the different methodologies and theories recommended in academic sources of evidence pertaining to doctoral research in business administration; c) propose practical solutions to complex and changing problems pertaining to doctoral research in business administration;

	d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of interest and expertise.
Module 2	Advanced Research Methods
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) introduce the learner to advanced quantitative, qualitative, and constructive research methods; b) analyze quantitative, qualitative, and constructive research methodologies and their appropriateness to different research questions; c) determine the methodology and quality of existing research; d) evaluate practical, legal, and ethical issues associated with conducting research with different methodologies and in different situations; e) develop research strategies to support different research methods and data collection activities; f) develop doctoral level research skills which can be applied to solve complex practical problems pertaining to the learner's chosen area of interest.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) doctoral-level research skills and training; b) analytical and critical skills/ abilities to reviewing synthesizing and critiquing scholarly and industry literature relevant to the learner's research interest; c) purpose and development of applied research projects designed to solve complex practical problems d) articulation in a comprehensive and succinct style of the components and alignment among the parts of a research proposal suitable for one of the following: quantitative, qualitative, and constructive research; e) practical, legal, and ethical issues associated with conducting research with different methodologies.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) synthesize scholarly and industry literature as a framework for conducting doctoral level research; b) analysis of scholarly and industry literature to support quantitative, qualitative and constructive research designs; c) formulate alignment between a problem statement, purpose statement and research question suitable for one of the following: quantitative, qualitative and constructive research; d) synthesize practical, legal, and ethical issues associated with conducting research into a research proposal; e) develop planning skills to conduct doctoral research using quantitative, qualitative, or constructive research methodologies; f) apply management research approaches to solve complex practical problems pertaining to their chosen research approach and interest.
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills:</p>

	<p>The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize scholarly and industry literature as a framework for conducting doctoral level research; b) demonstrate expertise in critical evaluations and analysis of various quantitative, qualitative, and constructive research design and their appropriateness to different research questions; c) design a doctoral level research plan; d) utilize statistical software to conduct data analysis; e) apply practical, legal, and ethical issues associated with conducting research into a research proposal; f) compare, contrast, and evaluate the different applied management research approaches to solve complex practical problems pertaining to their chosen research approach and interest.
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Module 3	Development of Academic Studies
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) identify a meaningful gap in the literature; b) articulate the research problem within the context of a theoretical and conceptual framework; c) frame the research problem in a way that will enable the learner to either build upon or counter the previously published findings on the topic; d) provide evidence that the research problem is significant to the field; e) show that a scholarly, systematic method of inquiry can be applied to address the research problem.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of writing a premise; b) development of critical knowledge of researching, reading, and analysing academic literature; c) critical understanding of the current researchers, topics, and research streams in their field of interest and expertise; d) critical assessment of the relevance of theories, concepts, models, and frameworks to solve research problems in their field of interest and expertise.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously collect, analyze, and summarize academic literature in their field of expertise; b) autonomously identify a meaningful gap in the literature pertaining to their field of interest and expertise; c) creatively apply the knowledge learned in the module to identify a research problem for doctoral research in their field of interest and expertise; d) autonomously write a premise as an academic paper in publishable quality about a specific topic in their field of interest and expertise; e) autonomously present and defend the premise in front of the committee;

	f) responds to technological, social and cultural issues and addresses the needs of a knowledge-based society in business administration in the selection of their dissertation topic.
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the original contributions of the main researchers in their field of interest and expertise; b) compare, contrast, and evaluate the different theoretical and conceptual frameworks in their field of interest and expertise; c) propose solutions to complex and changing problems pertaining to their field of interest and expertise; d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of interest and expertise.

Module 4	Proposal – Introduction of the Study
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) write the first chapter of the proposal based on the material of their approved premise; b) identify the definitions of the main terms of their dissertation; c) understand and to express the scope and the delimitations of their dissertation; d) estimate the limitations of their dissertation, for example based on their selected research methodology; e) predict the potential theoretical and practical significance of their dissertation.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of writing the different sections of the first chapter of a dissertation proposal; b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles to develop a proposal in their field of interest and expertise; c) critical understanding of the current researchers, topics, and research streams in their field of interest and expertise; d) critical assessment of the relevance of theories, concepts, models, and frameworks to solve research problems in their field of interest and expertise; e) development of a systematic understanding of a highly specialized field of study in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously write the first chapter of their proposal in scholarly and publishable quality about their field of interest and expertise; b) autonomously develop the different parts of the first chapter of the proposal based on the material of the prospectus;

	<p>c) autonomously create alignment between the different parts of the first chapter of the proposal;</p> <p>d) autonomously present and defend the first chapter of the proposal in front of the committee.</p>
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) assess, analyze, and criticize the original contributions of the main researchers in their field of interest and expertise;</p> <p>b) compare, contrast, and evaluate the different theoretical and conceptual frameworks in their field of interest and expertise;</p> <p>c) propose solutions to complex and changing problems and research streams pertaining to their field of interest and expertise;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of interest and expertise.</p>

Module 5	Proposal – Literature Review
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>a) write the second chapter of the proposal based on the material of their approved premise and the first chapter of the proposal;</p> <p>b) develop a literature search strategy;</p> <p>c) create and to justify from the literature the rationale for selection of the conceptual or theoretical framework;</p> <p>d) describe studies related to the conceptual framework and chosen methodology and methods that are consistent with the scope of the study;</p> <p>e) describe ways researchers in their field of interest and expertise have approached the problem and the strengths and weakness inherent in their approaches;</p> <p>d) review and synthesize studies related to the conceptual framework and/or phenomena under investigation to produce a description of what is known about them, what is controversial, and what remains to be studied;</p> <p>e) review and synthesize studies related to the research questions and why the approach selected is meaningful.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>a) development of specialized knowledge of writing the different sections of the second chapter of a dissertation proposal;</p> <p>b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles to develop a literature review in their field of interest and expertise;</p> <p>c) critical understanding of the current researchers, topics, and research streams in their field of interest and expertise;</p> <p>d) critical assessment of the relevance of theories, concepts, models, and frameworks to solve research problems in their field of interest and expertise;</p> <p>e) development of a systematic understanding of a highly specialized field of study in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.</p>

Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously write the second chapter of their proposal in scholarly and publishable quality about their field of interest and expertise; b) autonomously develop the different parts of the second chapter of the proposal based on the material of the premise and the first chapter; c) autonomously create alignment between the different parts of the second chapter and the first chapter of the proposal; d) autonomously present and defend the second chapter of the proposal in front of the committee.
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the original contributions of the main researchers in their field of interest and expertise; b) compare, contrast, and evaluate the different theoretical and conceptual frameworks in their field of interest and expertise; c) propose solutions to complex and changing problems and research streams pertaining to their field of interest and expertise; d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of interest and expertise.

Module 6	Proposal – Research Methodology
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) write the third chapter of the proposal based on the material of their approved premise and aligned with the other proposal chapters; b) identify and to provide a rationale for the research tradition and the selected design of their dissertation; c) define and to explain the role of the researcher; d) describe the research methodology in sufficient depth so that other researchers can replicate the study; e) analyze and to manage the research quality promoting social, scientific and ethical advancement through actions in the field of business administration and their thesis topic.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of writing the different sections of the third chapter of a dissertation proposal; b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles to develop a proposal in their field of interest and expertise; c) critical understanding of the current researchers, topics, and research streams in their field of research methodology;

	<p>d) critical assessment of the relevance of theories, concepts, models, and frameworks to solve research problems in their field of interest and expertise with appropriate research methodologies;</p> <p>e) development of a systematic understanding of a highly specialized field of study in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) autonomously write the third chapter of their proposal in scholarly and publishable quality about their selected research methodology;</p> <p>b) autonomously develop the different parts of the third chapter of the proposal based on the material of the premise and aligned with the other proposal chapters;</p> <p>c) autonomously identify and select tools and processes for data collection and analysis;</p> <p>d) autonomously develop tools and processes to guarantee research quality;</p> <p>e) autonomously present and defend the third chapter of the proposal in front of the committee.</p>
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) assess, analyze, and criticize the original contributions of the main researchers about their selected research methodology;</p> <p>b) compare, contrast, and evaluate the different theoretical and conceptual frameworks about their selected research methodology;</p> <p>c) propose solutions to complex and changing problems and research streams pertaining to their selected research methodology;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of interest and expertise.</p>
Module 7	Proposal – Defense
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>a) write and defend the full thesis proposal in scholarly and publishable quality;</p> <p>b) demonstrate authority in their field of interest and expertise, and their thesis topic, and make judgements involving a multitude of interacting factors and sources;</p> <p>c) generate and communicate new ideas and innovative projects related to technological, cultural and social development in their field of interest and expertise, and their thesis topic;</p> <p>d) show a sustained commitment in the development of new ideas in their field of interest and expertise, and their thesis topic.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p>

	<p>a) development of specialized knowledge of writing and defending a dissertation proposal;</p> <p>b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles to develop a proposal in their field of interest and expertise;</p> <p>c) development of a systematic understanding of their thesis topic which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>d) critical extension or redefinition of existing knowledge and/or professional practice in their thesis topic.</p> <p>e) development of a systematic understanding of a highly specialized field of study in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) autonomously write their full proposal in scholarly and publishable quality demonstrating mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research about their thesis topic;</p> <p>b) autonomously develop and align the different parts of the proposal responding to technological, social and cultural issues and addressing the needs of a knowledge-based society in business administration;</p> <p>c) autonomously create a proposal oral presentation, present and defend the full proposal communicating expertise in their thesis topic to a wide audience including peers and the general public using different methods including national and international publications.</p>
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) assess, analyze, and criticize the original contributions of the main researchers about their proposal and thesis topic;</p> <p>b) compare, contrast, and evaluate the different theoretical and conceptual frameworks about their proposal and thesis topic;</p> <p>c) propose solutions to complex and changing problems and research streams pertaining to their proposal and thesis topic;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of their proposal and thesis topic.</p>
Module 8	Final Study – Data Collection
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>a) design and conduct a pilot test;</p> <p>b) create, test and validate data collection instruments;</p> <p>c) identify and access different sources of evidence;</p> <p>d) design and implement the data collection process for their thesis;</p> <p>e) select, recruit, interview and debrief study participants / interviewees.</p> <p>d) show a sustained commitment in the development of new ideas in their field of interest and expertise, and their thesis topic.</p>

<p>Knowledge and Understanding</p>	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of writing a dissertation chapter about data collection; b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles and books about doctoral-level data collection methods, instruments, processes, pilot tests and ethical considerations; c) development of a systematic understanding about sampling methods and the selection, recruiting, interviewing and debriefing of study participants / interviewees; d) development of a systematic understanding of data collection in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.
<p>Applying Knowledge and Understanding</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously write their chapter about data collection demonstrating mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research about their thesis topic; b) to autonomously create, test and validate data collection instruments, and identify and access different sources of evidence; c) to autonomously design and conduct a pilot test, and design and implement the full data collection process on a doctoral quality level; d) to autonomously select, recruit, interview and debrief study participants / interviewees; e) autonomously create an oral presentation about data collection, present and defend it communicating expertise in their thesis topic.
<p>Judgment Skills and Critical Abilities</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the original contributions of the main researchers about data collection; b) compare, contrast, and evaluate the different theoretical and conceptual frameworks about data collection; c) propose solutions to complex and changing problems and research streams pertaining to their thesis topic, research and data collection method; d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to collect data in new or unfamiliar environments and produces a database in the field of their thesis topic.
<p>Module 9</p>	<p>Final Study – Data Analysis</p>
<p>Autonomy and Responsibility</p>	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) analyze qualitative and quantitative data using specialized software tools and the most appropriate methods;

	<p>b) write a chapter about the data analysis process, methods and results of their thesis topic;</p> <p>c) compare and contrast the different data analysis methods and select the most appropriate to answer their research question;</p> <p>d) present data to support each finding and to discuss discrepant cases / non-confirming data of their thesis;</p> <p>e) present and defend their data analysis strategy and results as well as their validity or trustworthiness.</p>
<p>Knowledge and Understanding</p>	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>a) development of specialized knowledge of writing a dissertation chapter about the analysis of data and the critical discussion of their results;</p> <p>b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles and books about doctoral-level data analysis methods, tools, tests and quality;</p> <p>c) development of a systematic understanding about how to present the analysis of data and their results;</p> <p>d) development of a systematic understanding of data analysis in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.</p>
<p>Applying Knowledge and Understanding</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) autonomously write their chapter about quantitative or qualitative data analysis demonstrating mastery in skills about their thesis topic;</p> <p>b) to autonomously report the process used to move inductively from coded units to larger representations including categories and themes;</p> <p>c) to autonomously describe the specific codes, categories, and themes that emerged from the data using participant quotations as needed to emphasize their importance, and qualities of discrepant cases and how they were factored into the analysis;</p> <p>d) to autonomously report descriptive statistics that appropriately characterize the sample and evaluate statistical assumptions as appropriate to the study;</p> <p>e) to autonomously report statistical analysis findings, organized by research questions and/or hypotheses, including exact statistics and associated probability values, confidence intervals around the statistics and effect sizes, as appropriate;</p> <p>f) autonomously create an oral presentation about the data analysis, its methods and results, present and defend them communicating expertise in their thesis topic.</p>
<p>Judgment Skills and Critical Abilities</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) assess, analyze, and criticize the original contributions of the main researchers about quantitative and qualitative data analysis;</p> <p>b) compare, contrast, and evaluate the different theoretical and conceptual frameworks about data analysis methods;</p> <p>c) critically propose and discuss solutions to their research problem;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to analyze data in new or unfamiliar environments and produces a database in the field of their thesis topic.</p>

Module 10	Proposal – Discussion, Conclusions, and Recommendations
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) describe in what ways findings confirm, disconfirm, or extend knowledge in the discipline by comparing them with what has been found in the peer-reviewed literature; b) analyze and interpret the findings in the context of the theoretical and / or conceptual framework; c) describe the limitations to generalizability and/or trustworthiness, validity, and reliability that arose from execution of the study; d) describe recommendations for further research that are grounded in the strengths and limitations of the current study as well as the literature reviewed; e) describe methodological, theoretical, and/or empirical implications; f) create a strong take-home message that captures the key essence of the study.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) development of specialized knowledge of writing a final dissertation chapter about a critical discussion of the results and their limitations as well as implications for practice and theory, and recommendations for further research; b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles and books about doctoral-level data analysis methods, tools, tests and quality; c) development of a systematic understanding about how to present the originality and the contribution to the body of knowledge of their results, the limitations, the recommendations, and the implications for practice and theory.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously write their final dissertation chapter in scholarly and publishable quality demonstrating mastery in skills about their thesis topic; b) autonomously develop as a systematic understanding of a highly specialized field of study in business administration which builds upon specialized or multi-disciplinary knowledge, understanding, and practical experience; c) autonomously extend or redefine existing knowledge and/or professional practice in business administration; d) autonomously create an oral presentation about the original contributions to the body of knowledge of their results, the limitations, the recommendations, and the implications for practice and theory, present and defend them communicating expertise in their thesis topic.
Judgment Skills and Critical Abilities	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the original contributions, implications, and limitations of their dissertation topic; b) compare, contrast, and evaluate the impact of their study results on their chosen theoretical and conceptual frameworks;

	<p>c) critically propose and discuss practical solutions to complex and changing problems pertaining to doctoral research in business administration;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to analyze data in new or unfamiliar environments and produces a database in the field of their thesis topic.</p>
Module 11	Proposal – Defense
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <p>a) write and to defend the full doctoral dissertation in scholarly and publishable quality;</p> <p>b) demonstrate authority in their field of interest and expertise, and their thesis topic, and make judgements involving a multitude of interacting factors and sources;</p> <p>c) generate and communicate new ideas and innovative projects related to technological, cultural and social development in their field of interest and expertise, and their thesis topic;</p> <p>d) show a sustained commitment in the development of new ideas in their field of interest and expertise, and their thesis topic.</p>
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <p>a) development of specialized knowledge of writing and defending the final dissertation;</p> <p>b) development of critical knowledge of researching, reading, and analysing recent, scholarly (peer-reviewed) articles to develop a dissertation in their field of interest and expertise;</p> <p>c) development of a systematic understanding of their thesis topic which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>d) critical extension or redefinition of existing knowledge and/or professional practice in their thesis topic;</p> <p>e) development of a systematic understanding of a highly specialized field of study in their field of interest and expertise which builds upon specialized or multi-disciplinary knowledge and understanding.</p>
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) autonomously write their full dissertation in scholarly and publishable quality demonstrating mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research about their thesis topic;</p> <p>b) autonomously develop and align the different parts of the proposal responding to technological, social and cultural issues and addressing the needs of a knowledge-based society in business administration;</p> <p>c) autonomously create a final study presentation, present and defend the full doctoral dissertation communicating expertise in their thesis topic to a wide audience including peers and the general public using different methods including national and international publications.</p>
Judgment Skills and Critical Abilities	Skills:

	<p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) assess, analyze, and criticize the original contributions of the main researchers about their dissertation or thesis topic; b) compare, contrast, and evaluate the different theoretical and conceptual frameworks about their dissertation and thesis topic; c) propose solutions to complex and changing problems and research streams pertaining to their thesis topic and in business administration; d) demonstrates expertise in critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produces original research in the field of their dissertation and thesis topic.
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Module 12	Academic Publication
Autonomy and Responsibility	<p>Competences:</p> <p>At the end of the module/unit the learner will have acquired the responsibility and autonomy to:</p> <ul style="list-style-type: none"> a) Write a draft conference or journal article about their dissertation topic based on the journal or conference submission guidelines; b) Manage the publication process of a journal and a conference article; c) Identify, evaluate, and select a peer-reviewed academic journal or conference to publish their research findings; d) Demonstrate authority in in the field of their thesis topic and make judgements involving a multitude of interacting factors and sources; e) Promote social, scientific and ethical advancement through actions in the field of their thesis topic; f) Show a sustained commitment in the development of new ideas and original contributions to the body of knowledge in the field of their dissertation topic.
Knowledge and Understanding	<p>Knowledge:</p> <p>At the end of the module/unit the learner will have been exposed to the following:</p> <ul style="list-style-type: none"> a) Development of specialized knowledge of writing a draft journal or conference article about the results of their dissertation; b) Lead and manage a number of specialized research projects in the field of business administration and become an authority in their dissertation topic; c) Has a systematic understanding of a highly specialized field of study in their thesis topic which builds upon specialized or multi- disciplinary knowledge and understanding; d) Extends or redefines existing knowledge and/or professional practice in business administration and disseminates it through publications in peer-reviewed academic journals and presentations at academic conferences about their dissertation topic.
Applying Knowledge and Understanding	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <ul style="list-style-type: none"> a) autonomously write a draft conference or journal article about their thesis topic and with the type of style journals or conferences expect; b) autonomously identify, evaluate, and select a peer-reviewed academic journal or conference to publish their research findings; c) autonomously prepare and present a journal or conference article to the editors based on the submission requirements;

	<p>d) autonomously avoid common mistakes like misuse of sources or plagiarism and respond to journal editors;</p> <p>e) autonomously create an oral presentation about their draft journal or conference paper and defend them communicating expertise in their thesis topic.</p> <p>f) autonomously communicate expertise to a wide audience including peers and the general public using different methods, including national and international publications, and participates as a specialist in a panel or a conference.</p>
<p>Judgment Skills and Critical Abilities</p>	<p>Skills:</p> <p>At the end of the module/unit the learner will have acquired the following skills: The learner will be able to:</p> <p>a) assess, analyze, and criticize the different structures of academic journal and conference articles in the field of their thesis topic to increase the chances of success;</p> <p>b) compare, contrast, evaluate, and select the most appropriate peer-reviewed academic journals and conferences for their own publication in the field of their thesis topic;</p> <p>c) critically analyze their own draft journal or conference article based on the submission guidelines;</p> <p>d) demonstrate expertise in critical evaluations and analysis with incomplete or limited data to analyze data in new or unfamiliar environments in the field of their thesis topic.</p>