

## PHD - *Intended Learning Outcomes*

Module 1	Contemporary Issues in Management and Leadership
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) demonstrate authority about the current issues in a specialized field of study in management and leadership, and to make judgements involving a multitude of interacting factors;</p> <p>b) show how their field of study in management and leadership contributes to social, scientific and ethical advancement;</p> <p>c) demonstrate a sustained commitment in the development of new ideas in their specialized field of study in management and leadership.</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) demonstrate a systematic understanding of their highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding of theories, concepts, models, and frameworks to solve research problems in management;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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 prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</p> <p>b) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research;</p> <p>c) autonomously respond to technological, social and cultural issues and addresses the needs of a knowledge-based society;</p> <p>d) autonomously communicate expertise to a wide audience including peers and the general public using different methods including national and international publications and participates in specialist fora.</p>
Module 2	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> <p>a) create synthetic contextualized discussions of certain key issues related to doctoral research in management;</p> <p>b) manage self-direction in research and originality in solutions developed;</p>

	<p>c) carry out tasks like the organization of a doctoral research project and its integration in their professional and private life;</p> <p>d) act autonomously in identifying research problems related to doctoral research in management;</p> <p>e) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</p> <p>f) deal with social, scientific and ethical advancement;</p> <p>g) demonstrate a sustained commitment in the development of new ideas.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding of theories, concepts, models, and frameworks to solve research problems in management;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement as well as quality standards through actions in the field of management;</p> <p>e) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>f) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding of theories, concepts, models, and frameworks to solve research problems in management;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement as well as quality standards through actions in the field of management;</p> <p>e) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>f) demonstrate the autonomy to critical thinking, post study engagement and reflection.</p>
Module 3	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> <p>a) demonstrate authority in the field of advanced quantitative, qualitative, and constructive research methods;</p> <p>b) analyze quantitative, qualitative, and constructive research methodologies and their appropriateness to different research questions;</p>

	<ul style="list-style-type: none"> <li>c) determine the methodology and quality of existing research;</li> <li>d) evaluate practical, legal, and ethical issues associated with conducting research with different methodologies and in different situations;</li> <li>e) develop research strategies to support different research methods and data collection activities;</li> <li>f) develop doctoral level research skills which can be applied to solve complex practical problems pertaining to the learner’s chosen area of interest;</li> <li>g) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</li> <li>h) deal with social, scientific and ethical advancement;</li> <li>i) demonstrate a sustained commitment in the development of new ideas.</li> </ul>
<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"> <li>a) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding about doctoral-level research skills to solve doctoral-level research problems in management;</li> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources using the appropriate research methodologies;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> <li>e) demonstrate a sustained commitment in the development of new ideas in the field of management;</li> <li>f) demonstrate the autonomy to critical thinking, post study engagement and reflection.</li> </ul>
<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"> <li>a) synthesize scholarly and industry literature as a framework for conducting doctoral level research;</li> <li>b) analysis of scholarly and industry literature to support quantitative, qualitative and constructive research designs;</li> <li>c) formulate alignment between a problem statement, purpose statement and research question suitable for one of the following: quantitative, qualitative and constructive research;</li> <li>d) synthesize practical, legal, and ethical issues associated with conducting research into a research proposal;</li> <li>e) develop planning skills to conduct doctoral research using quantitative, qualitative, or constructive research methodologies;</li> <li>f) apply management research approaches to solve complex practical problems pertaining to their chosen research approach and interest;</li> <li>g) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</li> <li>h) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</li> <li>i) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</li> </ul>

Module 4	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"> <li>a) demonstrate authority and autonomy about the status of research in a specific field of study in management;</li> <li>b) articulate the research problem within the context of a theoretical and conceptual framework;</li> <li>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;</li> <li>d) provide evidence that the research problem is significant to the field;</li> <li>e) show that a scholarly, systematic method of inquiry can be applied to address the research problem;</li> <li>f) produce a premise;</li> <li>g) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</li> <li>h) deal with social, scientific and ethical advancement;</li> <li>i) demonstrate a sustained commitment in the development of new ideas.</li> </ul>
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"> <li>a) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</li> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> <li>e) demonstrate a specialized knowledge of writing a premise;</li> <li>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</li> <li>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</li> </ul>
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"> <li>a) autonomously collect, analyze, and summarize academic literature in their field of expertise;</li> <li>b) autonomously identify a meaningful gap in the literature pertaining to their field of interest and expertise;</li> <li>c) creatively apply the knowledge learned in the module to identify a research problem for doctoral research in their field of interest and expertise;</li> <li>d) autonomously write a premise as an academic paper in publishable quality about a specific topic in their field of interest and expertise;</li> <li>e) autonomously present and defend the premise in front of the committee;</li> <li>f) responds to technological, social and cultural issues and addresses the needs of a knowledge-based society in management in the selection of their dissertation topic;</li> </ul>

	<p>g) autonomously lead and manage a number of specialized research projects in the field of management and become an authority in a specialized field of work or study (dissertation topic) in the field of management;</p> <p>h) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</p> <p>i) autonomously generate and communicate new ideas and innovative projects related to technological, cultural and social development in management.</p>
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Module 5	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> <p>a) produce the first chapter of the proposal based on the material of their approved premise;</p> <p>b) understand and to express the scope and the delimitations of their dissertation;</p> <p>c) estimate the limitations of their dissertation, for example based on their selected research methodology;</p> <p>d) predict the potential theoretical and practical significance of their dissertation;</p> <p>e) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</p> <p>f) deal with social, scientific and ethical advancement;</p> <p>g) demonstrate a sustained commitment in the development of new ideas.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement through actions in the field of management;</p> <p>e) demonstrate a specialized knowledge of writing the different sections of the first chapter of a dissertation proposal;</p> <p>f) demonstrate a critical understanding of the current researchers, topics, and research streams in their field of interest and expertise;</p> <p>g) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>h) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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 first chapter of their proposal in scholarly and publishable quality about their field of interest and expertise;</p> <p>b) autonomously develop the different parts of the first chapter of the proposal based on the material of the prospectus;</p>

	<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> <p>e) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</p> <p>f) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</p> <p>g) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</p>
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Module 6	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) produce 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) analyze studies related to the conceptual framework and chosen methodology and methods that are consistent with the scope of the study;</p> <p>e) analyze and justify ways researchers in their field of interest and expertise have approached the problem and the strengths and weakness inherent in their approaches;</p> <p>f) 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>g) review and synthesize studies related to the research questions and why the approach selected is meaningful;</p> <p>h) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</p> <p>i) deal with social, scientific and ethical advancement;</p> <p>j) demonstrate a sustained commitment in the development of new ideas.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement through actions in the field of management;</p> <p>e) demonstrate a specialized knowledge of writing the different sections of the literature review as part of a dissertation proposal;</p> <p>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</p>

	g) demonstrate the autonomy to critical thinking, post study engagement and reflection.
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"> <li>a) autonomously write the second chapter of their proposal in scholarly and publishable quality about their field of interest and expertise;</li> <li>b) autonomously develop the different parts of the second chapter of the proposal based on the material of the premise and the first chapter;</li> <li>c) autonomously create alignment between the different parts of the second chapter and the first chapter of the proposal;</li> <li>d) autonomously present and defend the second chapter of the proposal in front of the committee;</li> <li>e) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</li> <li>f) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</li> <li>g) autonomously generate and communicate new ideas and innovative projects related to technological, cultural and social development in management.</li> </ul>

Module 7	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"> <li>a) create the third chapter of the proposal based on the material of their approved premise and aligned with the other proposal chapters;</li> <li>b) create a rationale for the research tradition and the selected design of their dissertation;</li> <li>c) analyze the role of the researcher;</li> <li>d) create a research design in sufficient depth so that other researchers can replicate the study;</li> <li>e) analyze and manage the research quality promoting social, scientific and ethical advancement through actions in the field of management and their thesis topic;</li> <li>f) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</li> <li>g) deal with social, scientific and ethical advancement;</li> <li>h) demonstrate a sustained commitment in the development of new ideas.</li> </ul>
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"> <li>a) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</li> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> </ul>

	<p>e) demonstrate a specialized knowledge of writing the different sections of the third chapter (research methods) of a dissertation proposal;</p> <p>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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> <p>f) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</p> <p>g) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</p> <p>h) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</p>

Module 8	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) create, develop, 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) produce a sustained commitment in the development of new ideas in their field of interest and expertise, and their thesis topic;</p> <p>e) deal with social, scientific and ethical advancement.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p>

	<ul style="list-style-type: none"> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> <li>e) demonstrate a specialized knowledge of writing and defending a dissertation proposal;</li> <li>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</li> <li>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</li> </ul>
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"> <li>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;</li> <li>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 management;</li> <li>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;</li> <li>d) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</li> <li>e) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</li> <li>f) autonomously generate and communicate new ideas and innovative projects related to technological, cultural and social development in management.</li> </ul>
Module 9	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> <ul style="list-style-type: none"> <li>a) design and conduct a pilot test;</li> <li>b) create, test and validate data collection instruments;</li> <li>c) create and carry out a data search strategy;</li> <li>d) design and implement the data collection process for their thesis;</li> <li>e) select, recruit, interview and debrief study participants / interviewees;</li> <li>f) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</li> <li>g) deal with social, scientific and ethical advancement;</li> <li>h) demonstrate a sustained commitment in the development of new ideas.</li> </ul>
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"> <li>a) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</li> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> <li>e) demonstrate a specialized knowledge of collecting research data and writing a dissertation chapter about data collection;</li> <li>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</li> <li>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</li> </ul>
<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"> <li>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;</li> <li>b) to autonomously create, test and validate data collection instruments, and identify and access different sources of evidence;</li> <li>c) to autonomously design and conduct a pilot test, and design and implement the full data collection process on a doctoral quality level;</li> <li>d) to autonomously select, recruit, interview and debrief study participants / interviewees;</li> <li>e) autonomously create an oral presentation about data collection, present and defend it communicating expertise in their thesis topic;</li> <li>f) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</li> <li>g) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</li> <li>h) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</li> </ul>
<p>Module 10</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"> <li>a) analyze qualitative and quantitative data using specialized software tools and the most appropriate methods;</li> <li>b) produce a chapter about the data analysis process, methods and results of their thesis topic;</li> <li>c) compare and contrast the different data analysis methods and select the most appropriate to answer their research question;</li> <li>d) present data to support each finding and to discuss discrepant cases / non-confirming data of their thesis;</li> </ul>

	<p>e) present and defend their data analysis strategy and results as well as their validity or trustworthiness;</p> <p>f) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</p> <p>g) deal with social, scientific and ethical advancement;</p> <p>h) demonstrate a sustained commitment in the development of new ideas.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement through actions in the field of management;</p> <p>e) demonstrate a specialized knowledge of writing a dissertation chapter about the analysis of data and the critical discussion of their results;</p> <p>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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>g) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</p> <p>h) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</p> <p>i) autonomously generate and communicate new ideas and innovative projects related to technological, cultural and social development in management.</p>
<p>Module 11</p>	<p>Final Study – Discussion, Conclusions, and Recommendations</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"> <li>a) ensure that findings confirm, disconfirm, or extend knowledge in the discipline by comparing them with what has been found in the peer-reviewed literature;</li> <li>b) analyze and interpret the findings in the context of the theoretical and / or conceptual framework;</li> <li>c) demonstrate the authority to be create the awareness about the limitations to generalizability and/or trustworthiness, validity, and reliability that arose from execution of the study;</li> <li>d) create recommendations for further research that are grounded in the strengths and limitations of the current study as well as the literature reviewed;</li> <li>e) produce methodological, theoretical, and/or empirical implications;</li> <li>f) create a strong take-home message that captures the key essence of the study;</li> <li>g) demonstrate authority in a specialized field of study in management and to make judgements involving a multitude of interacting factors;</li> <li>h) deal with social, scientific and ethical advancement;</li> <li>i) demonstrate a sustained commitment in the development of new ideas.</li> </ul>
<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"> <li>a) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</li> <li>b) extend, redefine, or make an original contribution to existing knowledge in management;</li> <li>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</li> <li>d) promote social, scientific and ethical advancement through actions in the field of management;</li> <li>e) demonstrate a specialized knowledge of writing a final dissertation chapter about a critical discussion of the results and their limitations as well as the original contribution, the implications for practice and theory, and recommendations for further research;</li> <li>f) demonstrate 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.</li> <li>g) demonstrate a sustained commitment in the development of new ideas in the field of management;</li> <li>h) demonstrate the autonomy to critical thinking, post study engagement and reflection.</li> </ul>
<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"> <li>a) autonomously write their final dissertation chapter in scholarly and publishable quality demonstrating mastery in skills about their thesis topic;</li> <li>b) autonomously develop as a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge, understanding, and practical experience;</li> <li>c) autonomously extend or redefine existing knowledge and/or professional practice in management;</li> </ul>

	<p>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;</p> <p>e) autonomously respond to technological, social and cultural issues and address the needs of a knowledge-based society in management;</p> <p>f) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</p> <p>g) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</p>
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Module 12	Final Study – 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) produce and 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> <p>e) deal with social, scientific and ethical advancement.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement through actions in the field of management;</p> <p>e) demonstrate a specialized knowledge of writing and defending the final dissertation;</p> <p>f) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>g) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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,</p>

	<p>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 dissertation responding to technological, social and cultural issues and addressing the needs of a knowledge-based society in management;</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> <p>d) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</p> <p>e) autonomously demonstrate leadership and innovation in mastering research in work and study contexts in the field of management;</p> <p>f) autonomously develop theoretical and practical expertise in the field of management which may contribute to social and ethical issues in a national and international dimension.</p>
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Module 12	Final Study – 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> <p>a) produce a draft conference or journal article about their dissertation topic based on the journal or conference submission guidelines;</p> <p>b) manage the publication process of a journal and a conference article;</p> <p>c) evaluate, and select a peer-reviewed academic journal or conference to publish their research findings;</p> <p>d) demonstrate authority in in the field of their thesis topic and make judgements involving a multitude of interacting factors and sources;</p> <p>e) promote social, scientific and ethical advancement through actions in the field of their thesis topic;</p> <p>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.</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) demonstrate a systematic understanding of a highly specialized field of study in management which builds upon specialized or multi-disciplinary knowledge and understanding;</p> <p>b) extend, redefine, or make an original contribution to existing knowledge in management;</p> <p>c) demonstrate authority in the field of management and make judgements involving a multitude of interacting factors and sources;</p> <p>d) promote social, scientific and ethical advancement through actions in the field of management;</p> <p>e) demonstrate a sustained commitment in the development of new ideas in the field of management;</p> <p>f) demonstrate a specialized knowledge of writing a draft journal or conference article about the results of their dissertation in management;</p> <p>g) Identify suitable grant funding sources and describe the grant fund raising process;</p> <p>h) demonstrate the autonomy to critical thinking, post study engagement and reflection.</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"><li>a) autonomously write a draft conference or journal article about their thesis topic and with the type of style journals or conferences expect;</li><li>b) autonomously identify, evaluate, and select a peer-reviewed academic journal or conference to publish their research findings;</li><li>c) autonomously prepare and present a journal or conference article to the editors based on the submission requirements;</li><li>d) autonomously respect the ethics of publishing like for example misuse of sources, plagiarism, researcher bias, and transparency of data;</li><li>e) autonomously create an oral presentation about their draft journal or conference paper and defend them communicating expertise in their thesis topic.</li><li>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;</li><li>g) autonomously prepare critical evaluations and analysis with incomplete or limited data to solve problems in new or unfamiliar environments and produce original research in the field of management;</li><li>h) autonomously demonstrate mastery in skills such as the selection and analysis of research, writing, design, development and sustainability of the argument manifested in innovative scholarly research in the field of management;</li><li>i) autonomously communicate expertise in management to a wide audience including peers and the general public using different methods including national and international publications and participate in specialist fora and conferences.</li></ul>
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