Doctorate in Business Administration - DBA

A higher education program, accredited by Malta Further and Higher Education Authority, at Level "8" of the Malta Qualifications Framework and the European Qualifications Framework for Lifelong Learning"

The Doctor of Business Administration (DBA) program is an advanced professional doctoral degree designed to develop senior-level business leaders, executives, and scholars with a profound understanding of business theory and practice. The program prepares candidates for a variety of leadership roles across different sectors, including multinational corporations, government agencies, non-profit organizations, and consulting firms.

The DBA program emphasizes a combination of advanced theoretical knowledge, practical application, and original research, equipping graduates with the skills to address complex business challenges in a rapidly evolving global environment.

The qualifications issued by GIOYA HEI are recognized at European level and they have facility of recognition in 30 countries of the Commonwealth, Malta being a member state of the Commonwealth.

Key Features:

- ***Flexible Online Delivery:*** *Fully online, accessible globally*
- ***Interdisciplinary Approach:*** *Integration of multiple business disciplines*
- ***Research-Driven:*** *Emphasis on original research and practical application*
- ***Professional Relevance:*** *Direct applicability to real-world business scenarios*
- ***Expert Supervision:*** *Mentorship from renowned academics and industry experts*
- ***Attendance in person****: Required at one GIOYA event during the first year and at graduation*
- ***Elite membership:*** *Enrolment in this course includes a subscription to the GIOYA Elite Membership, along with all its associated benefits*
- ***Reside in UPEACE/GIOYA Office in Geneva:*** *possibility to reside up to 12 months in Geneva at GIOYA and UN University of Peace Office with access to UN facilities.*

Potential career paths include:

1. *International Relations and Diplomacy*
2. *International Business and Sustainability*
3. *Strategic Management*
4. *Organizational Behavior and Leadership*
5. *Finance and Accounting Leadership*

c. *Global Business and International Management*

General Information

- ***EQF/MQF Level**: 8*
- ***Program Duration**: 3 years*
- ***Mode of Delivery:** fully online*
- ***Language/s of Instruction:** English, French, and Spanish**
- ***Language Proficiency:** Level of English or French or Spanish requested is C1 or IELTS Level c. The Language level for non-native speakers can be assessed by an independent commission composed by language experts or, alternatively, can be proved with independent English evaluations (e.g. IELTS, TOEFL, CAMBRIDGE, etc). Students from countries where the Language is an official language or those who have completed prior degrees taught entirely in English are exempted from these requirements.*

Recognition of Prior Learning

Up to 50% recognition possible based on prior formal, non-formal and Informal learning, for example relevant professional experience or selected MBA.

Who can apply?

The target group for the Doctor of Business Administration (DBA) program includes professionals and individuals who aspire to advance their careers in leadership roles within various sectors. The program is designed for those who seek a deep understanding of global business dynamics, international relations, sustainability, strategic management, organizational behavior, finance, and accounting. The specific target audience may include:

1. *Leaders and Managers in Multinational Corporations, Business Professionals, mid to senior-level Managers and Executives, Entrepreneurs and Business Owners,*
2. *Diplomats, government officials, and professionals working in international relations seeking to enhance their commercial diplomacy skills and contribute to economic and business relations.*
3. *Sustainability Practitioners, Professionals with a background or interest in sustainability, corporate social responsibility, and environmental management:*
4. *Finance and Accounting Professionals, Finance managers, controllers, and accounting professionals,*
5. *Aspiring Business Leaders*

The DBA program is tailored for professionals on (or who aim to take on) leadership roles that require a deep understanding of the complex interplay between international relations, sustainable business practices, and strategic management in a global context.

How will the course unfold?

- ***Language***: The current edition of this course will be held in English, French and Spanish
- ***Flexible Online Delivery***: The entire program is delivered online, offering flexibility for busy professionals to balance their studies with work and personal commitments.
- I***nterdisciplinary Approach:*** The curriculum integrates multiple disciplines, including international relations, sustainability, strategic management, organizational behavior, finance, and global business.
- ***Research-Driven:*** Emphasis on original research culminating in a comprehensive dissertation that contributes to the field of business administration.
- ***Professional Relevance:*** Assignments and projects are designed to reflect real-world business scenarios, ensuring the applicability of theoretical knowledge to practical problems.
- ***Expert Supervision:*** Each candidate receives personalized guidance from experienced supervisors throughout their research journey.

Registrations for the DBA Program are now opened

GIOYA HEI has opened the possibility for those interested in the Doctor of Business Administration (DBA) program to enroll in the course. For those interested, we kindly ask you to email us at info@gy.edu.mt so we can provide you with all the steps needed to apply for the program.

Entry Requirements

- **Master's Degree**: The applicant should hold an MQF Level 7 qualification (or its equivalent) in business to ensures they possess the foundational academic, professional and research skills necessary for doctoral studies (DBA).

  Note: if the applicant holds and MQF level 7 qualification (of its equivalent) not in business, but has at least 5 years professional work experience in a business setting they will also be eligible. A personal interview may be required to further assess the c candidate's suitability, motivation, research interests, and alignment with the p program's objectives. OR

- **Bachelors Degree:** Applicants to the DBA program are required to hold an MQF Level 6 qualification, ensuring they possess the necessary academic and professional foundation for advanced doctoral studies. This qualification demonstrates the candidate's capability in handling rigorouscoursework and research activities. Additionally, prospective candidates must have at least 10 years of professional experience in high-level positions within business, management, or related fields. An interview with the academic board of GIOYA is part of the application process. This interview helps to assess the candidate's suitability for the program, focusing on their motivation, research interests, and alignment with the program's objectives.

Should the board deem necessary, candidates may be advised to undertake supplementary coursework to fully prepare for the challenges of the DBA program.

- **Language Proficiency**: Level of English or French or Spanish requested is C1 or IELTS Level 6. The Language level for non-native speakers can be assessed by an independent commission composed by language experts or, alternatively, can be proved with independent English evaluations (e.g. IELTS, TOEFL, CAMBRIDGE, etc). Students from countries where the Language is an official language or those who have completed prior degrees taught entirely in English are exempted from these requirements.

Course Details:

***Program Length*:**
- 3,4 years full time
- 4,5 years part time

Target audience:
- 19 - 30 years
- 31 - 65 years

Type of course:
- Qualification

Language of instruction:
- English
- Spanish
- Italian

Credits needed to earn for program completion:
- N/A

Delivery:
- Fully online

Cost of the program:

This program is part of the Elite membership - visit the membership fee structure for more information.

Career Perspective:

The Doctor of Business Administration (DBA) program prepares candidates for various occupations across different sectors. Potential career paths include:

1. ***International Relations and Diplomacy:***

- Commercial or Economic Diplomat

- Trade Attaché

2. ***International Business and Sustainability:***

- Sustainability and Environmental Policy Analyst

- Corporate Social Responsibility Manager

3. ***Strategic Management:***

- Strategic Planning Manager

- Corporate Governance Specialist

4. Organizational Behavior and Leadership:

- Leadership Development Manager

- Human Resources Director

- Change Management Consultant

5. Finance and Accounting Leadership:

- Financial Controller

- Investment Analyst

- Risk Management Specialist

C. Global Business and International Management:

- Global Business Manager

- International Market Analyst

- Cross-Cultural Management Consultant

- Global Operations Director

Graduates of the DBA program will be well-equipped to assume leadership roles in multinational corporations, government agencies, non-profit organizations, and consulting firms. They will possess a unique blend of skills in diplomacy, sustainability, strategic management, organizational behavior, finance, and global business, making them valuable assets in a rapidly evolving and interconnected global business landscape.

Teaching and assessment

To adapt to our target groups of students the DBA will be delivered fully online.

In general terms the class teaching will be limited in favor of more interactive workshop in particular the first year of study. The workshops will also focus on methods of research for a DBA. Self-study supervised and monitored by qualified professor will be the main modality.

The focus is on ensuring that each element of the program is tailored to online execution while maintaining high standards of interaction, engagement, and academic integrity.

The DBA will have a strong focus on international dynamics.

The Doctor of Business Administration (DBA) program employs a dynamic assessment method structured to rigorously evaluate candidates' knowledge, skills, and research capabilities. The program designates 20% of the assessment to in-class participation to ensure consistent engagement and contribution to course discussions. The major component, comprising 80% of the assessment, is through detailed interviews conducted by the lecturer with the student. These interviews focus on the outcomes delivered and the expectations set for the students, providing a thorough assessment of their understanding and application of course material.

Course Specific Assessments

1. Advanced Qualitative Research Methods for Doctoral Study

a. Assessment: 20% from class participation; 80% from an interview focusing on the outcomes related to the application of qualitative methods.

2. Advanced Quantitative Research Methods for Doctoral Study

a. Assessment: 20% from class participation; 80% from an interview focusing on the outcomes related to quantitative analysis techniques.

3. Applying Theory to Professional Practice

a. Assessment: 20% from class participation; 80% from an interview focusing on the outcomes related to the application of theoretical frameworks in professional contexts.

4. International Business Strategies and Trends

a. Assessment: 20% from class participation; 80% from an interview focusing on the outcomes related to strategic analysis of international business trends.

5. Sustainability in Business

a. Assessment: 20% from class participation; 80% from an interview focusing on the outcomes related to sustainable business practices and policies.

C. Research Abstract

a. Assignment (100%): A detailed 7,000 – 10,000 word research abstract outlining the candidate's intended dissertation study, including literature review, research questions, methodology, and ethical considerations.

7. Dissertation

a. Dissertation (80%): A 60,000-word dissertation presenting original research conducted by the candidate, demonstrating their ability to contribute to the field of business administration.

b. Viva Voce (20%): An oral defense of the dissertation, assessing the candidate's understanding, articulation, and ability to defend their research findings and methodology

Grading system:

Grade	Percentage Range	Description
Distinction	85-100%	Exceptional performance demonstrating comprehensive understanding, critical analysis, innovative application, and significant originality. Work is of publishable quality or demonstrates potential for significant impact in the field.
Merit	70-84%	High-quality performance showing thorough understanding, strong critical analysis, effective application, and clear originality. Work is well-researched, well-written, and demonstrates strong potential for practical or academic contribution.
Pass	55-69%	Competent performance with a good understanding of concepts, reasonable critical analysis, and appropriate application. Work is adequately researched and presented, with minor weaknesses in depth or coherence.
Marginal Pass	50-54%	Basic understanding of concepts with limited critical analysis and application. Work shows some effort but lacks depth and significant analytical insights.
Fail	0-49%	Inadequate performance demonstrating poor understanding, minimal critical analysis, and weak application. Work is superficial, with significant weaknesses in research, argumentation, or presentation.

In the case of failure and Reassessment:

If a student fails to obtain a pass mark in modules 1 to 5 , they will be allowed to apply for a resit examination of the module. If the student fails the resit exmanation, they will be considered upon special request to retake the *module.*

Final Thesis Assessment Procedure

The culmination of the Doctorate in Commercial Diplomacy is the presentation and defence of the doctoral thesis, which represents a significant original contribution to the field. In alignment with the standards set by the MFHEA, the following online assessment procedure will be implemented:

1. Thesis Submission:

- Candidates will submit their thesis electronically via the designated online platform, where it will be checked for adherence to submission guidelines and academic integrity, including plagiarism checks.

2. Preliminary Review:

- Initially, the thesis will be assessed by the candidate's supervisory team to ensure it is ready for defense. Feedback will be provided, and any required amendments must be addressed before proceeding to the external examination.

3. Appointment of Examiners:

- A panel of external examiners, including at least one international expert in the field, will be appointed. These examiners will be responsible for evaluating the thesis independently.

4. Online Viva Voce (Defense):

- The candidate will defend their thesis in an online viva voce examination. This live assessment will be conducted via a secure video conferencing platform.
- The defense will involve a presentation by the candidate, followed by a series of questions from the panel of examiners.

5. Assessment Criteria:

- The thesis will be assessed based on criteria such as originality, critical analysis, methodological rigor, the relevance of findings to the field, and the quality of presentation and argumentation.
- The defense will evaluate the candidate's ability to articulate their research, respond to critical feedback, and demonstrate an in-depth understanding of the subject area.

C. Examiner Reports:

- Each examiner will submit a detailed report, including a recommendation for the thesis outcome. Possible outcomes may include pass, pass with minor corrections, resubmission with major corrections, or fail.

7. Final Decision:

- The final decision on the thesis will be made by a board or committee designated by the HEI, considering the examiners' reports and the candidate's performance in the defence.
  Possible outcomes may include pass, pass with minor corrections, resubmission with major corrections, or fail.

8. Thesis Corrections:

- If corrections are required, candidates will be given a clear set of expectations and a timeline for completing them. The revised thesis will be reviewed to ensure all necessary corrections have been satisfactorily addressed.

3. Awarding the Degree:

- Upon successful completion of the defense and any required corrections, the degree will be officially conferred.

10. Archiving and Access:

- The final, corrected version of the thesis will be archived digitally in the institution's repository, with provisions for public access as appropriate.

Program Structure:

- **Year 1:** The candidate acquires the knowledge and develops the skills necessary to undertake doctoral-level work, while beginning to evaluate and define a potential specific area of focus.
- **Year 2:** The candidate concentrates on the specific research topic to be developed, which is formally outlined in a structured research abstract.
- **Year 3:** The candidate completes the research project and presents it in a written dissertation, followed by a final oral defense.

Upon completing the DBA program, graduates will be able to:

- Exercise substantial authority in business contexts, demonstrating innovation, autonomy, and scholarly integrity.
- Promote social, scientific, and ethical advancement through responsible business practices.
- Commit to the ongoing development of new ideas and processes, contributing original insights to the field.
- Demonstrate leadership and make informed judgments in complex, multifaceted business environments.
- Foster interdisciplinary collaboration, integrating insights from various fields to drive innovation and improve organizational performance.

Study Plan

YEAR 1: 5 MODULES (workshops, 60h per total)

1. **Advanced Qualitative Research Methods for Doctoral Study** - *level 8 of the MQF and EQF for Lifelong Learning)*

This module is designed to provide doctoral candidates with an in-depth understanding of advanced qualitative research methods applicable to business administration and related fields. Through three intensive online workshops, each spanning 12 hours, candidates will explore various qualitative methodologies, data collection techniques, and data analysis strategies. The unit emphasizes the development of rigorous research designs and the ethical considerations inherent in qualitative research. Candidates will engage in practical exercises, case studies, and collaborative projects to apply these methods to their own research interests.

Workshop Structure:

1. ***Workshop 1: Foundations of Advanced Qualitative Research***

a. *Introduction to qualitative research paradigms*

b. *Designing qualitative research studies*

c. *Ethical considerations in qualitative research*

2. Workshop 2: Data Collection Techniques

a. *Conducting interviews and focus groups*

b. *Participant observation and ethnography*

c. *Utilization of digital tools for qualitative data collection*

3. Workshop 3: Data Analysis and Interpretation

a. *Coding and thematic analysis*

b. *Narrative and discourse analysis*

c. *Presenting qualitative research findings*

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in conducting qualitative research within business administration, demonstrating innovation and autonomy in study design and implementation.
b. Promote social, scientific, and ethical advancement through research practices that uphold scholarly integrity and address complex, multifaceted problems.
c. Commit to the ongoing development of new ideas and processes, showcasing a sustained engagement with emerging qualitative research methodologies.
d. Demonstrate leadership and make informed judgments in research contexts, considering a multitude of interacting factors to enhance professional practice.
e. Foster interdisciplinary collaboration, integrating qualitative research insights across various fields to drive innovation and improve organizational outcomes.

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of advanced qualitative research methodologies, extending and redefining existing knowledge within the business administration field.
b. Deep insights into the interface between qualitative research and other disciplines, promoting a multidisciplinary approach to problem-solving.
c. Enhanced expertise in ethical research practices, ensuring the responsible conduct of research in diverse and sensitive contexts.

d. Comprehensive knowledge of data collection and analysis techniques, facilitating robust and credible qualitative research outcomes.
e. Advanced understanding of the theoretical foundations of qualitative research, enabling the extension or redefinition of existing academic and professional practices.

Skills- At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced qualitative research skills and techniques, including synthesis and evaluation, to solve critical problems and contribute to the body of knowledge in business administration.
b. Demonstrate mastery in research design, data analysis, and scholarly writing, producing innovative and impactful qualitative research.
c. Addresstechnological, social, and cultural issues through qualitative research, responding to the needs of a knowledge-based society.
d. Communicate qualitative research findings effectively, utilizing diverse methods to reach academic peers and the general public, including publications and specialist fora.
e. Critically evaluate and analyze qualitative data, even with incomplete information, to generate original research in new or unfamiliar environments.

Module-Specific Learner Skills : - At the end of the module/unit the learner will be able to:

a. Advance critical thinking and analytical skills to interpret complex qualitative data and derive meaningful insights.
b. Proficiency in conducting ethical qualitative research, ensuring participant confidentiality and data integrity.
c. Effective communication skills to present qualitative research findings compellingly to various audience**s.**

Module-Specific Digital Skills and Competences

a. Proficiency in using digital tools for qualitative data collection (e.g., NVivo, ATLAS.ti).
b. Competence in digital data analysis techniques, including software-based coding and thematic analysis.
c. Ability to utilize online platforms for conducting and presenting qualitative research, ensuring effective virtual collaboration and dissemination.

Total Contact Hours: 12H,	**Supervised Placement and Practice Hours: N/A**
Self-Study: 200 Hours	**Assessment Hours: 150H**

2. Advanced Quantitative Research Methods for Doctoral Study - *level 8 of the MQF and EQF for Lifelong Learning)*

The "Advanced Quantitative Research Methods for Doctoral Study" module is designed to equip doctoral candidates with the skills and knowledge needed to conduct high-level quantitative research in business administration. Through three intensive online workshops, each spanning 12 hours, participants will explore advanced statistical techniques, data analysis methods, and the application of quantitative research in various businesscontexts. The module emphasizes the development of robust research designs, data integrity, and ethical considerations in quantitative research. Practical exercises, case studies, and collaborative projects will allow participants to apply these methods to their research interests.

Workshop Structure:

Workshop 1: Advanced Statistical Techniques

a. Introduction to advanced statistical methods
b. Regression analysis, multivariate analysis, and structural equation modeling (SEM)
c. Practical application using statistical software (e.g., SPSS, R)

Workshop 2: Data Collection and Management

a. Designing surveys and experiments
b. Sampling methods and data collection techniques
c. Data management and cleaning process

Workshop 3: Data Analysis and Interpretation

a. Data visualization and interpretation
b. Hypothesis testing and interferential statistics
c. Reporting and presenting quantitative research findings

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in conducting quantitative research, demonstrating innovation and autonomy in study design and implementation.
b. Promote social, scientific, and ethical advancement through research practices that uphold scholarly integrity and address complex, multifaceted problems.
c. Commit to the ongoing development of new ideas and processes, showcasing a sustained engagement with emerging quantitative research methodologies.
d. Demonstrate leadership and make informed judgments in research contexts, considering a multitude of interacting factors to enhance professional practice.
e. Foster interdisciplinary collaboration, integrating quantitative research insights across various fields to drive innovation and improve organizational outcomes.

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of advanced quantitative research methodologies, extending and redefining existing knowledge within the business administration field.
b. Deep insights into the interface between quantitative research and other disciplines, promoting a multidisciplinary approach to problem-solving.
c. Enhanced expertise in ethical research practices, ensuring the responsible conduct of research in diverse and sensitive contexts.
d. Comprehensive knowledge of data collection and analysis techniques, facilitating robust and credible quantitative research outcomes.
e. Advanced understanding of the theoretical foundations of quantitative research, enabling the extension or redefinition of existing academic and professional practices.

Skills- At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced quantitative research skills and techniques, including synthesis and evaluation, to solve critical problems and contribute to the body of knowledge in business administration.
b. Demonstrate mastery in research design, data analysis, and scholarly writing, producing innovative and impactful quantitative research.
c. Address technological, social, and cultural issues through quantitative research, responding to the needs of a knowledge-based society.
d. Communicate quantitative research findings effectively, utilizing diverse methods toreach academic peers and the general public, including publications and specialist fora.
e. Critically evaluate and analyze quantitative data, even with incomplete information, to generate original research in new or unfamiliar environments.

Module-Specific Learner Skills : - At the end of the module/unit the learner will be able to:

a. Advanced critical thinking and analytical skills to interpret complex quantitative data and derive meaningful insights.
b. Proficiency in conducting ethical quantitative research, ensuring participant confidentiality and data integrity.
c. Effective communication skills to present quantitative research findings compellingly to various audiences.

Module-Specific Digital Skills and Competences

a. Proficiency in using statistical software for data analysis (e.g., SPSS, R).
b. Competence in digital data visualization techniques, including software-based data visualization tools.

c. Ability to utilize online platforms for conducting and presenting quantitative research, ensuring effective virtual collaboration and dissemination.

Total contact hours: 12h **Supervised Placement and Practice Hours: N/A**
Self-Study Hours: 200h **Assessment Hours: 150h**

3. Applying Theory to professional Practice - *level 8 of the MQF and EQF for Lifelong Learning)*

The "Applying Theory to Professional Practice" module is designed to bridge the gap between theoretical concepts and their practical application in professional settings. Through three intensive online workshops, each spanning 12 hours, participants will explore various theories related to business administration, strategic management, leadership, and other relevant fields. The module emphasizes the practical implementation of these theories in real-world scenarios, equipping candidates with the skills to apply theoretical knowledge to solve complex professional challenges. Practical exercises, case studies, and collaborative projectswill enable participants to apply these theories to their specific areas of interest.

Workshop Structure:

1. **Workshop 1: Theoretical Foundations and Frameworks**

a. Introduction to key theories in business administration and management
b. Understanding and critiquing theoretical frameworks
c. Aligning theories with professional practice

2. **Workshop 2: Application of Theories in Practice**

a. Case studies and real-world examples of theory application
b. Strategies for integrating theories into professional practice
c. Tools and techniques for practical implementation

3. **Workshop 3: Evaluating and Reflecting on Practice**

a. Assessing the impact of theory on practice
b. Reflective practices and continuous improvement
c. Developing a personal framework for applying theory to practice

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in applying theoretical concepts to professional practice, demonstrating innovation and autonomy in implementation.
b. Promote social, scientific, and ethical advancement through the application of theoretical frameworks in professional contexts.
c. Commit to the ongoing development of new ideas and processes, showcasing a sustained engagement with emerging theories and their practical applications.
d. Demonstrate leadership and make informed judgments in professional contexts, considering a multitude of interacting theoretical factors to enhance practice.
e. Foster interdisciplinary collaboration, integrating theoretical insights across various fields to drive innovation and improve organizational outcomes.

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of advanced theoretical concepts and frameworks, extending and redefining existing knowledge within their field of study.
b. Deep insights into the interface between theory and practice, promoting a multidisciplinary approach to problem-solving.
c. Enhanced expertise in ethical application of theories, ensuring the responsible implementation of theoretical knowledge in diverse contexts.
d. Comprehensive knowledge of key theories and their practical implications, facilitating robust and credible applications in professional practice.
e. Advanced understanding of the theoretical foundations and their relevance to practice, enabling the extension or redefinition of existing academic and professional practices.

Skills– At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced theoretical concepts and frameworks, including synthesis and evaluation, to solve critical problems in professional practice and contribute to the body of knowledge in business administration.
b. Demonstrate mastery in translating theory into practice, producing innovative and impactful professional outcomes.
c. Address technological, social, and cultural issues through the application of relevant theories, responding to the needs of a knowledge-based society.
d. Communicate theoretical and practical insights effectively, utilizing diverse methods to reach academic peers and the general public, including publications and specialist fora.

e. Critically evaluate and analyze the impact of theories in practice, even with incomplete information, to generate original solutions in new or unfamiliar environments.

Module-Specific Learner Skills : - At the end of the module/unit the learner will be able to:

a. Advanced critical thinking and analytical skills to interpret and apply theoretical concepts to real-world scenarios.
b. Proficiency in integrating theory and practice, ensuring a seamless transition from conceptual understanding to practical implementation.
c. Effective communication skills to present theoretical and practical insights compellingly to various audiences.

Module-Specific Digital Skills and Competences

a. Proficiency in using digital tools for theoretical research and analysis (e.g., academic databases, research software).
b. Competence in digital communication and presentation techniques, including creating compelling presentations and reports.
c. Ability to utilize online platforms for collaborative learning and application of theories, ensuring effective virtual collaboration and dissemination.

Total contact hours: 12h	**Supervised Placement and Practice Hours: N/A**
Self-Study Hours: 200h	**Assessment Hours: 150h**

4. International Business Strategies and Trends - *level 8 of the MQF and EQF for Lifelong Learning)*

The "International Business Strategies and Trends" module is designed to provide doctoral candidates with a comprehensive understanding of the strategic frameworks, contemporary trends, and dynamic challenges in international business. Through three intensive online workshops, each spanning 12 hours, participants will explore key strategic concepts, analyze global business trends, and develop the skills to formulate and implement effective international business strategies. The module emphasizes the importance of understanding diverse markets, managing cross-cultural differences, and adapting to the rapidly evolving global business environment. Practical exercises, case studies, and collaborative projects will enable participants to apply these strategies to real-world business scenarios.

Workshop Structure:

1. **Workshop 1: Strategic Frameworks and Global Market Analysis**

a. Introduction to key strategic frameworks in international business
b. Techniques for global market analysis and competitive assessment

c. Case studies on successful international business strategies

2. Workshop 2: Contemporary Trends and Emerging Markets

a. Analysis of contemporary trends shaping international business (e.g., digital transformation, sustainability)

b. Exploring opportunities and challenges in emerging markets

c. Strategies for innovation and growth in the global context

3. Workshop 3: Cross-Cultural Management and Implementation

a. Managing cross-cultural teams and navigating cultural differences

b. Implementation of international business strategies

c. Monitoring, evaluating, and adapting strategies in a dynamic global environment

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in developing and implementing international business strategies, demonstrating innovation and autonomy in strategic decision-making.
b. Promote social, scientific, and ethical advancement through responsible and sustainable business practices in the global market.
c. Commit to the ongoing development of new ideas and processes, showcasing a sustained engagement with emerging trends and innovative strategies.
d. Demonstrate leadership and make informed judgments in international business contexts, considering a multitude of interacting factors to enhance strategic outcomes.
e. Foster interdisciplinary collaboration, integrating insights from various fields to drive innovation and improve organizational performance in the global arena

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of advanced strategic concepts and frameworks in international business, extending and redefining existing knowledge within the field.
b. Deep insights into contemporary trends and their implications for global business, promoting a multidisciplinary approach to strategic planning.
c. Enhanced expertise in ethical and sustainable businesspractices, ensuring responsible conduct in diverse international markets.
d. Comprehensive knowledge of global market dynamics and competitive strategies, facilitating robust and credible strategic decision-making.

e. Advanced understanding of cross-cultural management and its impact on strategy implementation, enabling the extension or redefinition of existing academic and professional practices.

Skills– At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced strategic skills and techniques, including synthesis and evaluation, to solve critical problems and contribute to the body of knowledge in international business.
b. Demonstrate mastery in strategic planning, market analysis, and implementation, producing innovative and impactful business strategies.
c. Address technological, social, and cultural issues through the application of relevant strategic frameworks, responding to the needs of a knowledge-based society.
d. Communicate strategic insights effectively, utilizing diverse methods to reach academic peers, business stakeholders, and the general public.
e. Critically evaluate and analyze global business trends and strategic outcomes, even with incomplete information, to generate original solutions in new or unfamiliar environments.

Module-Specific Learner Skills : - At the end of the module/unit the learner will be able to:

a. Advanced critical thinking and analytical skills to interpret and apply strategic concepts to real-world international business scenarios.
b. Proficiency in global market analysis and competitive assessment, ensuring effective strategic planning and decision-making.
c. Effective communication skills to present strategic insights compellingly to various audiences.

Module-Specific Digital Skills and Competences

a. Proficiency in using digital tools for market analysis and strategic planning (e.g., data analytics software, business intelligence platforms).
b. Competence in digital communication and collaboration techniques, including virtual presentations and online teamwork.
c. Ability to utilize online platforms for conducting and presenting international business research, ensuring effective virtual collaboration and dissemination.

Total contact hours: 12h	**Supervised Placement and Practice Hours: N/A**
Self-Study Hours: 200h	**Assessment Hours: 150h**

5 Sustainability in Business - *level 8 of the MQF and EQF for Lifelong Learning*

The "Sustainability in Business" module is designed to equip doctoral candidates with the knowledge and skills necessary to integrate sustainability into business strategies and operations. Through three intensive online workshops, each spanning 12 hours, participants will explore the principles of sustainable business practices, the role of corporate social responsibility, and the impact of environmental policies on business operations. The module emphasizes the development of sustainable business models that balance economic growth with environmental and social responsibility. Practical exercises, case studies, and collaborative projects will enable participants to apply sustainability principles to real-world business scenarios.

Workshop Structure:

Workshop 1: Principles of Sustainability and Corporate Social Responsibility

- Introduction to sustainability in business
- Corporate social responsibility (CSR) frameworks and models
- Case studies on successful sustainability practices

Workshop 2: Environmental Policies and Impact

- Analysis of environmental policies and regulations
- Strategies for reducing environmental impact
- Tools and techniques for sustainability reporting

Workshop 3: Sustainable Business Models and Innovation

- Developing sustainable business models
- Innovation and technology in sustainability
- Implementing and measuring sustainable practices

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in developing and implementing sustainable business practices, demonstrating innovation and autonomy in strategic decision-making.
b. Promote social, scientific, and ethical advancement through the implementation of responsible and sustainable business strategies.
c. Commit to the ongoing development of new ideas and processes, showcasing a sustained engagement with emerging sustainability trends and innovative practices.

d. Demonstrate leadership and make informed judgments in sustainability contexts, considering a multitude of interacting factors to enhance strategic outcomes.
e. Foster interdisciplinary collaboration, integrating insights from various fields to drive innovation and improve organizational performance in sustainability.

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of advanced sustainability concepts and frameworks, extending and redefining existing knowledge within the field.
b. Deep insights into contemporary trends and their implications for sustainable business practices, promoting a multidisciplinary approach to strategic planning.
c. Enhanced expertise in ethical and sustainable business practices, ensuring responsible conduct in diverse business contexts.
d. Comprehensive knowledge of environmental policies and their impact on business operations, facilitating robust and credible strategic decision-making.
e. Advanced understanding of the integration of sustainability into business models, enabling the extension or redefinition of existing academic and professional practices.

Skills– At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced sustainability skills and techniques, including synthesis and evaluation, to solve critical problems and contribute to the body of knowledge in sustainable business.
b. Demonstrate mastery in developing and implementing sustainable business models, producing innovative and impactful business strategies.
c. Address technological, social, and cultural issues through the application of relevant sustainability frameworks, responding to the needs of a knowledge-based society.
d. Communicate sustainability insights effectively, utilizing diverse methods to reach academic peers, business stakeholders, and the general public.
e. Critically evaluate and analyze sustainability trends and outcomes, even with incomplete information, to generate original solutions in new or unfamiliar environments.

Module-Specific Learner Skills: - At the end of the module/unit the learner will be able to:

a. Advanced critical thinking and analytical skills to interpret and apply sustainability concepts to real-world business scenarios.
b. Proficiency in sustainability reporting and environmental impact assessment, ensuring effective strategic planning and decision-making.
c. Effective communication skills to present sustainability insights compellingly to various audiences.

Module-Specific Digital Skills and Competences

a. Proficiency in using digital tools for sustainability reporting and analysis (e.g., environmental management software, data analytics platforms).
b. Competence in digital communication and collaboration techniques, including virtual presentations and online teamwork.
c. Ability to utilize online platforms for conducting and presenting sustainability research, ensuring effective virtual collaboration and dissemination.

Total contact hours: 12h	**Supervised Placement and Practice Hours: N/A**
Self-Study Hours: 200h	**Assessment Hours: 150h**

6 Research Abstract – *level 8 of the MQF and EQF for Lifelong Learning*

The "Research Abstract" module is structured to enhance doctoral candidates' abilities to develop a comprehensive and effective research abstract. This module builds on the research proposal initially submitted and approved at the application stage. Through three intensive online workshops, each spanning 12 hours, participants will refine their understanding of the essential components of a research abstract, articulate their research questions with greater precision, and learn to structure their abstracts to meet rigorous academic standards. Following the workshops, students will confirm their area of specialization and continue to work under the guidance of an assigned supervisor. This phase includes an allocation of 15 supervised online contact hours for one-on-one discussions, enabling candidates to further refine and finalize their research abstract based on the initial proposal.

This structured approach ensures that the abstract effectively communicates the research's scope, significance, and the methodological framework, setting a solid foundation for the subsequent phases of their doctoral research journey.

Workshop Structure:

Workshop 1: Understanding Research Proposals

- Introduction to research proposals: purpose and importance
- Key components of a research proposal: title, abstract, introduction, literature review, methodology, and timeline
- Defining research questions and objectives

Workshop 2: Literature Review and Methodology

- Conducting a comprehensive literature review
- Identifying gaps in existing research

- Choosing appropriate research methodologies
- Developing a theoretical framework

Workshop 3: Structuring and Writing the Proposal

- Structuring the research proposal for clarity and coherence
- Writing techniques for academic proposals
- Ethical considerations in research
- Preparing for proposal presentations

Learning Outcomes

Competences: At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a. Exercise substantial authority in developing research proposals, demonstrating innovation and autonomy in research planning.
b. Promote social, scientific, and ethical advancement through the formulation of responsible and impactful research questions and methodologies.
c. Commit to the ongoing development of new ideas and research areas, showcasing a sustained engagement with scholarly inquiry.
d. Demonstrate leadership and make informed judgments in the proposal process, considering a multitude of interacting factors to enhance research quality.
e. Foster interdisciplinary collaboration, integrating insights from various fields to develop comprehensive and innovative research proposals.

Knowledge: at the end of the module the learner will have acquired the responsibility and autonomy to:

a. A systematic understanding of the components and structure of a research proposal, extending and redefining existing knowledge within their field of study.
b. Deep insights into the process of conducting a literature review and identifying research gaps, promoting a multidisciplinary approach to research planning.
c. Enhanced expertise in ethical research practices, ensuring the responsible conduct of research from the proposal stage.
d. Comprehensive knowledge of research methodologies and their application, facilitating robust and credible research planning.
e. Advanced understanding of theoretical frameworks and their integration into research proposals, enabling the extension or redefinition of existing academic and professional practices.

Skills– At the end of the module/unit the learner will have acquired the following skills:

a. Apply advanced skills in drafting and structuring research proposals, including synthesis and evaluation, to solve critical problems and contribute to the body of knowledge in their field.
b. Demonstrate mastery in conducting literature reviews, developing methodologies, and writing proposals, producing innovative and impactful research plans.
c. Addresstechnological, social, and cultural issues through the formulation of relevant and timely research questions, responding to the needs of a knowledge-based society.
d. Communicate research plans effectively, utilizing diverse methods to reach academic peers, funding bodies, and other stakeholders.
e. Critically evaluate and refine research proposals, even with incomplete information, to generate original and feasible research projects.

Module-Specific Learner Skills: - At the end of the module/unit the learner will be able to:

a. Advanced critical thinking and analytical skills to interpret and apply research concepts to the proposal process.
b. Proficiency in conducting comprehensive literature reviews, ensuring thorough background research, and identification of gaps.
c. Effective writing skills to present research proposals clearly and compellingly.

Module-Specific Digital Skills and Competences

a. Proficiency in using digital tools for literature searches and reference management (e.g., academic databases, reference management software).
b. Competence in digital communication and collaboration techniques, including virtual meetings and online document sharing.
c. Ability to utilize online platforms for drafting and presenting research proposals, ensuring effective virtual collaboration and dissemination.

Total contact hours: 12h	**Supervised Placement and Practice Hours: 15h**
Self-Study Hours: 400h	**Assessment Hours: 300h**