Course Catalog
2020 – 2021

Doctor of Business Administration Courses

Last revised on November 22, 2020

EBU | European Business University
Luxembourg

European Business University of Luxembourg

Wiltz Campus | Online Campus

CONTENT

INTRODUCTION

This is a full course syllabi for the graduate course below. Unless mentioned otherwise, course scheduling, course structure, as well as course evaluation are standardized for all graduate courses. Credits are expressed using the European Credit Transfer System. One European credit stands for 30 hours of workload The EBU course load consists of 20 contact hours and 10 study hours. Contact hours include lectures and examinations and study hours include independent study, practical work, research, etc.

One Doctor of Business Administration (DBA) graduate semester consists of 10 weeks of class sessions and exam sessions.

Course Planning

The total number of courses offered is dependent on the total credit study plan requirements of enrolled students. Students plan their courses according to course availability and prerequisites. Some of the courses have required prerequisites.

Course Scheduling

Courses are scheduled over the full duration of the semester and all courses finish within one semester. Graduate DBA courses consist of 45 contact hours, with research assignments for dissertation 25 hours. Contact hours are usually scheduled as 10 one (1) hour class sessions with one session per week for the duration of the semester and 2.5 hours of research assignments for dissertation for 10 weeks. Mid term assessment assignments of 10 hours take place in week 5 and final assessments are due in week 10 of each semester.

Course Structure

Students are provided a strong theoretical foundation and are introduced to the various concepts in order to gain a thorough understanding of the subject matter. The practical application and implementation of these specific concepts   are methodically discussed during the various class sessions by means of real-life examples and comprehensive case studies.

Course Content And Learning Outcomes

All courses are graduate level and are taught according to a student centered approach. Course content listed should be regarded as indicative course content. Learning outcomes listed are reference points and should be regarded as intended learning outcomes for what students are expected to be able to do at the end of the course. Assessments done in the course should address these learning outcomes. The learning outcomes are established according to Benjamin Bloom's taxonomy for cognitive learning. Based on this framework, courses at Graduate level address primarily the thinking processes: Knowledge, Comprehension, Application, and Analysis.

The overall learning of the courses at the graduate program corresponds to the level descriptors proposed by SCQF Scottish Quality and Qualifications Framework, level 12, corresponding also with the descriptors of the European Qualifications Framework (EQF) for third cycle qualification. The overall learning of the undergraduate programs aims at students obtaining a level according to the indications below.

The descriptor for the third cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for EQF level 8.

SETTING

· Operational Context: The learner operates in complex and unpredictable contexts, requiring selection and application from a wide range of largely standard techniques and information sources.

· Autonomy and responsibility for actions: The learner acts with minimal supervision or direction, within agreed guidelines taking responsibility for accessing support and accepts accountability for determining and achieving personal and/or group outcomes.

CHARACTERISTIC 1: KNOWLEDGE AND UNDERSTANDING

• Demonstrate and/or work with:

• A critical overview of a subject/discipline/sector, including critical understanding of the principal theories, concepts and principles.

• A critical, detailed and often leading knowledge and understanding at the forefront of one or more specialisms.

• Knowledge and understanding that is generated through personal research or equivalent work that makes a significant contribution to the development of the subject/discipline/sector.

CHARACTERISTIC 2: PRACTICE: APPLIED KNOWLEDGE, SKILLS AND UNDERSTANDING

• Apply knowledge, skills and understanding:

• In using a significant range of the principal professional skills, techniques, practices and/or materials associated with the subject/discipline/sector.

• In using and enhancing a range of complex skills, techniques, practices and/or materials that are at the forefront of one or more specialisms.

• In applying a range of standard and specialised research and/or equivalent instruments and techniques of enquiry.

• In designing and executing research, investigative or development projects to deal with new problems and issues.

• In demonstrating originality and creativity in the development and application of new knowledge, understanding and practices.

• To practise in the context of new problems and circumstances.

CHARACTERISTIC 3: GENERIC COGNITIVE SKILLS

• Apply a constant and integrated approach to critical analysis, evaluation and synthesis of new and complex ideas, information and issues.

• Identify, conceptualise and offer original and creative insights into new, complex and abstract ideas, information and issues.

• Develop original and creative responses to problems and issues.

• Deal with complex and/or new issues and make informed judgements in the absence of complete or consistent data/information.

CHARACTERISTIC 4: COMMUNICATION, ICT AND NUMERACY SKILLS

• Use a wide range of routine skills and a significant range of advanced and specialised skills as appropriate to a subject/discipline/sector, for example:

• Communicate at an appropriate level to a range of audiences and adapt communication to the context and purpose.

• Communicate at the standard of published academic work and/or critical dialogue and review with peers and experts in other specialisms/sectors.

• Use a range of ICT applications to support and enhance work at this level and specify software requirements to enhance work.

• Critically evaluate numerical and graphical data.

CHARACTERISTIC 5: AUTONOMY, ACCOUNTABILITY AND WORKING WITH OTHERS

• Demonstrate substantial authority and exercise a high level of autonomy and initiative in professional and equivalent activities.

• Take full responsibility for your own work and/or significant responsibility for the work of others.

• Take significant responsibility for a range of resources.

• Demonstrate leadership and/or originality in tackling and resolving problems and issues.

• Practise in ways which are reflective, self-critical and based on research/evidence.

• Manage complex ethical and professional issues and make informed judgements on new and emerging issues not addressed by current professional and/or ethical codes or practices.

COURSE EVALUATION

Course evaluation: Study Load per 10 ECTS course	Total 280 hrs.
- Lectures: one hour per week for (10 weeks)	10 hours
- Self-directed content learning & preparation: 9 hours per week (10 weeks)	90 hours
- Specific assignments: four six-hour assignments	24 hours
- Research/archive assignments for Dissertation	4 hours
- Required Research Literature: 2-3 hours per day for 10 Weeks	150 hours
- Written Summative Assignments = 100% of Grade	2 hours

Attendance to all class sessions and participation in all class discussions is mandatory and is part of the final grade for the course. Reading materials and discussion questions should be prepared by each student individually by the next class session. There should be graded weekly assignments. Formative assignments, where feedback is provided on the student's performance but the grade not included in the final grade, are also given throughout the course. Credits are only awarded upon successful completion of the entire course. Partial credit for partial completion of a course is not awarded.

We reserve the right to change the content of this catalog and to make changes to the academic curriculum at any time and without prior notice.

CODE: DBA100 - CONTEMPORARY CHALLENGES IN BUSINESS

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

In today's rapidly changing global business environment, managers need to be aware of emerging trends and issues and develop an understanding of how these changes may impact current practice. This course gives you the opportunity to examine one or a number of contemporary and emerging global issues. The course will enable you to consider the complexity of these issues, explore the available literature and apply concepts to real world scenarios.

COURSE CONTENT AND LEARNING OUTCOMES

- Globalization and Multinational Companies

- Theoretical perspectives on the challenges facing MNCs

- Strategies used to manage the challenges of globalization

- Comparative Business Systems

- Ethical Perspectives

- Demographic Diversity Perspectives

- Social influences in the context of managing people and change

On satisfying the requirements for this course, students will have the knowledge and skills to:

1. Apply their understanding of what determines the success of firms with regard to corporate and organizational strategies in the global business environment.

2. Apply research skills –including problem formulation, literature review, data collection, data analysis, synthesis and evaluation– to business problems.

3. Develop argumentation skills within current debates, such as corporate social responsibility and the base of the pyramid in international contexts, multinational corporations in emerging economies, service internationalization, challenges by cyclical industries

4. Discuss and critically evaluate academic research in international business

5. Apply problem-solving skills by addressing relevant managerial problems in international business and elaborating recommendations for managerial practice from research results

6. Employ their management team, collaboration and dispute solving skills in international business practice

LEARNING OUTCOMES

	Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
L1	Apply their understanding of what determines the success of firms with regard to corporate and organizational strategies in the global business environment.	Yes	x	x		
L2	Apply research skills –including problem formulation, literature review, data collection, data analysis, synthesis and evaluation– to business problems.	Yes	x	x	x	x
L3	Develop argumentation skills within current debates, such as corporate social responsibility and the base of the pyramid in international contexts, multinational corporations in emerging economies, service internationalization, challenges by cyclical industries	Yes	x	x	x	x
L4	Discuss and critically evaluate academic research in international business	No	x	x		
L5	Apply problem-solving skills by addressing relevant managerial problems in international business and elaborating recommendations for managerial practice from research results	Yes	x	x	x	
L6	Employ their management team, collaboration and dispute solving skills in international business practice	No	x	x	x	

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

Adams, C. (2009). The sexual politics of meat. New York: Continuum.

DuBrin, A. (2016). Essentials of Management. (10th ed). Mason, Ohio: South-Western- Cengage Learning.

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Katopol, P. (2015). Groupthink: Group Dynamics and Decision Making Process. Library of Haslam, S.A. & Reicher, S.D. (2012). Contesting the "nature" of conformity: What Milgram and Zimbardo's study really showed. School of Psychology, University of Queensland, 10 (11).

Karimi-Alaghehband, F & Rivard, S. (2014). Air Canada: Flying high with information technology. International Journal of Case Studies in Management, 12 (2), p. 1-20.

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Milgram, S. (1963)/ Behaviour study of obedience/ Journal of Abnormal and Social Psychology, 67, 371-378.

Martin, J. (2014). Glass ceilings persist in statehouses in northeast. New York Times. Retrieved from https://www.nytimes.com/2014/05/19/us/politics/glass-ceilings-in-statehouses-in-the-northeast.html

Mukunda, G. (2012). Indispensable: When leaders really matter. Boston: Harvard Business Review.

Patrick, J.H., Steele, J.C., & Spencer, S.M. (2016). Decision making process and outcomes. Journal od Aging Research. Retrieved from https://www.hindawi.com/journals/jar/2013/367208/

Powell, G.N. (2012). Six ways of seeing the elephant: The intersection of sex, gender, and leadership. Gender in Management: An International Journal. 27 (2), pp. 119-141.

Pisani-Ferry, J. (2018). Should we give up on global governance. Policy Contribution, 17. Retrieved from https://bruegel.org/wp-content/uploads/2018/10/PC-17-2018.pdf

United Nations. (2015). What is the Paris Agreement? Retrieved from https://unfccc.int/process-and-meetings/the-paris-agreement/what-is-the-paris-agreement

Williams, C. (2013). The glass escalator, revisited. Gender and Society, 27 (5), pp. 609-629.

Winston, A. (2018). Why mining-Yes, mining- Cars about sustainability. Harvard Business Review. Retrieved from https://hbr.org/2018/04/why-mining-yes-mining-cares-about-sustainability#

Wrenn, C. (2017). Toward a vegan feminist theory of the state. Santa Barbara: Praeger Press.

CODE: DBA101 - ORGANIZATIONAL LEADERSHIP: DOCTORAL THEORY AND PRACTICE

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This graduate doctoral course will provide an overview of the theoretical framework for the practice of leadership in organizations leading to the application of theory and best practices in your leadership practice. It will also focus on specific leadership topics such as strategic leadership, systems thinking, team leadership, change management and other developing concepts.

COURSE CONTENT AND LEARNING OUTCOMES

- Trait Approach
- Behavioural Approach
- Situational
- Path-Goal Theory
- Leader-Member Exchange Theory
- Transformational Leadership
- Authentic Leadership
- Servant Leadership
- Leadership Ethics
- Team Leadership
- Gender and Leadership
- Culture and Leadership
- VUCA and alternatives

On successful completion of the course students should be able to:
1. Apply leadership theory in identifying popular distinctions in the differences between leaders versus managers.
2. Assess the state of current leadership capacity within organizations and suggest how leadership needs analysis can support and enhance organizational effectiveness.
3. Demonstrate leadership skills through participation in experiential exercises.
4. Assess personal values, beliefs and ethical standards to enhance self-awareness in regard to personal leadership behaviours and reactions to leadership behaviours of others.
5. Identify how leading a team is different from leading a group of individuals.
6. Identify special challenges involved in leading geographically dispersed (virtual) teams.
7. Describe the role of culture in determining effective leadership perceptions and outcomes.

8. Understand leadership at the Personal, Interpersonal, Team and Organizational levels (PITO) and the array of leader-follower-situation (LFS) variables that influence the leadership process.

LEARNING OUTCOMES

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Apply leadership theory in identifying popular distinctions in the differences between leaders versus managers.	Yes	x	x		x
L2	Assess the state of current leadership capacity within organizations and suggest how leadership needs analysis can support and enhance organizational effectiveness.	Yes	x	x	x	x
L3	Demonstrate leadership skills through participation in experiential exercises.	Yes	x	x	x	x
L4	Assess personal values, beliefs and ethical standards to enhance self-awareness in regard to personal leadership behaviours and reactions to leadership behaviours of others.	No	x	x		x
L5	Identify how leading a team is different from leading a group of individuals.	Yes	x	x	x	x
L6	Identify special challenges involved in leading geographically dispersed (virtual) teams.	Yes	x	x	x	x
L7	Describe the role of culture in determining effective leadership perceptions and outcomes.	Yes	x	x		x
L8	Understand leadership at the Personal, Interpersonal, Team and Organizational levels (PITO) and the array of leader-follower-situation (LFS) variables that influence the leadership process.	Yes	x	x	x	x

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

Theory and Practice

- American Psychological Association (2019). Publication Manual of the American Psychological Association, Seventh Edition. Washington, USA: American Psychological Association
- Kearns Goodwin, D. (2018). Leadership: In Turbulent Times. New York, USA: Simon & Schuster.
- Manning, G. And Curtis, K. (2019). The Art of Leadership. 6th Edition. McGraw Hill.
- Recommended articles are available on Moodle, listed under each session.

CODE: DBA102 BUSINESS LITERATURE REVIEW

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This graduate course is designed to provide doctoral candidates with the necessary skills and knowledge to determine the information necessary to address an identified research question and, using this understanding, develop and use an actionable research proposal. The course provides a strong grounding in understanding the research process enabling students to either engage an external research organization to undertake a study on their behalf in a business environment or, alternatively, action and complete a research project themselves as either the sole researcher or as part of a research team. In this process, the students will gain an understanding of relevant approaches and elements of undertaking their research enquiry specifically to provide literature review insights to solving a relevant problem. They will develop critical core literature review competencies and skills required to carry out such an enquiry.

COURSE CONTENT AND LEARNING OUTCOMES

- Introduction to Research

- Basic concepts and assumptions in the Literature Review

- MS Word basic, intermediate & advanced (formatting, heading styles, etc..., captions & cross-references

- MS Excel basic, intermediate & advanced (charting & formulae)

- Library basics & database usage workshop/s (including Business Databases)

- Primary Resources review

- Secondary Sources review, Google Scholar ad Peer-Reviewed Journals

- Academic Integrity workshop/s (including plagiarism & ethics)

- Nature & Value of Research in Business Setting

- Identifying & elucidating the business problem and gap in the literature

- Literature Review for Background, Review, Justification, Exploration, Method & Results:
    a. creating and importing folders & documents (structuring project)
    b. use of literature to define and refine research questions & hypotheses

c. use of 'coding' as an analytical tool for literature review and data analysis

At the end of the course, students will have learned and applied gained competencies and skills Including:

1. Research questions; conducting a thorough historiographical literature review
2. setting appropriate literature review objectives;
3. Literature review and design that incorporates research objectives and budgetary constraints;
4. Secondary and primary data literature collection and instruments; as well as
5. the importance of ethical conduct in conducting research in both a domestic and in international business contexts.

LEARNING OUTCOMES

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Articulate a cogent, critical analysis of relevant evidence-based material to justify the research undertaken.	YES	X	X	X	X
L2	Autonomously construct and conduct a research study of relevance to their professional context	YES	X	X	X	X
L3	Draw inferences from the data that add to the body of knowledge for the professional context.	NO				
L4	Defend the thesis during the viva voce examination, showing the depth of understanding, skills of debate, and clarity of argument.	NO				
L5	Disseminate knowledge from their research work to a variety of audiences through presentations and writing.	YES	X	X	X	X

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

- Hart, C. (2018). Doing a literature review: Releasing the research imagination. Sage.
- Hart, C. (2001). Doing a literature search: a comprehensive guide for the social sciences. Sage.

CODE: DBA103 RESEARCH METHODS I

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This module will give the student an understanding of the theory and practice of quantitative and qualitative research methods in business, management, marketing and information systems. The module is convened before the dissertation to provide the essential transferable research skills required to succeed in a Doctorate level dissertation in management. The student will be equipped to undertake work with the class exercises and individual assignments as well as to complete an individual research dissertation with a strategic management focus as a major component of the DBA programme. This module includes the essential theory and methods of qualitative and quantitative approaches, descriptive statistics and statistical inference, applied to the analysis of research data. A deliberate decision has been made in the design of the programme to include the necessary statistical work in the modules where there are immediate applications, rather than cover this area of knowledge in a single module. This avoids the danger of quantitative analysis becoming detached from the rest of the programme. The Research Methods Module I, II and II operate in each term of the DBA Program.

COURSE CONTENT AND LEARNING OUTCOMES

- The roles and characteristics of business and management research. Political and ethical issues in research

- Research Philosophies Assumptions

- Qualitative and quantitative paradigms in business and management research

- Planning and designing a research project: the research context, problem definition, research objectives, research methodology and strategies, evaluation research, information requirements

- Primary and Secondary data: applications

Students who successfully complete this module will be able to:

1. Critically evaluate the methods and results of published research as a basis for management decision-making
2. Design and implement management research projects drawing on relevant data sources, research strategies and methods
3. Design and execute appropriate research instruments (e.g. questionnaires, interview schedules

4. Prepare a detailed proposal for a business, management, marketing, and/or information systems research project (dissertation) with an appropriate project plan for its execution.

LEARNING OUTCOMES

	Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
L1	A critical overview of a subject/discipline, including a critical understanding of the principal theories, principles, and concepts	Y	X	X		
L2	Use a significant range of the principal skills, techniques, practices, and materials associated with a subject/discipline	Y	X	X		
L3	Apply a constant and integrated approach to critical analysis, evaluation, and synthesis of new and complex ideas, information, and issues.	Y	X	X		
L4	Communicate at an appropriate level to a range of audiences and adapt communication to the context and purpose.	Y	X	X	X	
L5	Work in ways that are reflective, self-critical, and based on research/evidence. Deal with complex ethical and professional issues	Y	X X	X X		

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

- Fred Pyrczak (2008); Evaluating Research in Academic Journals: A Practical Guide to Realistic Evaluation, 4th edition, Pyrczak Publishing.
- Dahlia Remler,Gregg Van Ryzin, Research Methods in Practice, 2011
- John Creswell (2008); Research Design, 3rd edition, Sage Publications.

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CODE: DBA200 QUALITATIVE AND QUANTITATIVE METHODOLOGY FOR APPLIED BUSINESS RESEARCH

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course will provide a real-world opportunity to conduct background research, complete a formal proposal, develop a job or graduate school application materials, and present work. This course will provide a capstone opportunity for students to integrate their course-based knowledge with practical skills that will help in the professional or research setting. Students will gain practice in the challenges of thinking critically, dealing with the unexpected, and overcoming hurdles not typically encountered in the controlled classroom. Of most importance, this course is writing-intensive and emphasizes written and oral communication skills. Students will become better writers and overall better communicators as they prepare to move into a professional or graduate setting.

COURSE CONTENT AND LEARNING OUTCOMES

• What is Qualitative Research
• Understanding ethics in research.
• Why is philosophy important for qualitative research?
• Literature review and Citing Sources
• Conceptual Lenses for Qualitative Inquiry
• Sampling, Case Selection & Ethical Considerations
• Documents as a Source of Data
• The Art of Interviewing
• Focus Groups
• Language in Qualitative Research
• Grounded Theory
• Writing-Up a Qualitative Inquiry
• Quality Standards for Qualitative Studies

LEARNING OUTCOMES

On successful completion of this course, students will be able to:

● Use of scientific research as a problem-solving tool, and
● Conduct independent research in their dissertation.
● Understand the processes of research
● Critically review published material and other research reports;
● Undertake a substantial supervised research project at a DBA research degree level;

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Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
L1	Articulate a cogent, critical analysis of relevant evidence-based material to justify the research undertaken.	Yes	x			
L2	Autonomously construct and conduct a research study of relevance to their professional context	Yes		x		
L3	Draw inferences from the data that add to the body of knowledge for the professional context.	Yes		x		
L4	Defend the thesis during the viva voce examination, showing depth of understanding, skills of debate, and clarity of argument.	NO				
L5	Disseminate knowledge from their research work to a variety of audiences through presentations and writing.	Yes	x			

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

- Robert Yin, Case Study Research: Design & Methods, 5th Edition-2013
- Dahlia Remler, Gregg Van Ryzin, Research Methods in Practice, 2011
- Matthew Miles and Michael Huberman, Johnny Salada Qualitative Data Analysis,April 2013
- Business Statistics for Contemporary Decision Making (6th Edition) by Black, K.Wiley Publishers
- Bryman, Alan, Social Science Research Methods, 5th Edition (Oxford, UK: Oxford University Press, 2014)

CODE: DBA201 DISSERTATION DESIGN

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course requires the student to produce a comprehensive design for his/her dissertation research topic. Through an appropriate integration of a comprehensive literature review, identification of research questions, and creation of constructs/hypotheses that are supported by theory the student provides written and oral reports on his/her specific design. The course will explore the fields of Research design development and the conduct of research projects as applied to dissertation topics. The student takes the review of literature that must have been completed as pertains to the dissertation topic and designs a conceptual framework, research design and data analysis plan as they pertain to the student's dissertation topic. The student will be able to critique multiple Research proposals & offer constructive advice.

COURSE CONTENT AND LEARNING OUTCOMES

All work is expected to conform to APA Writing Style Guidelines.

1. Introduction Methodology & Design Quantitative or Qualitative
   - What type of quantitative or qualitative Citation from primary source research supporting your choice
   - Phenomenon/Variables Phenomenon Qualitative, for each research question Variables-Quantitative, for each research question Methodology Deliverable Two

2. Introduction--Corrected Methodology & Design-
   - Corrected Phenomenon/Variables-Corrected Problem Statement/Section
   - Corrected Purpose of the Study-Corrected Sample-Corrected Data Collection Plan
   - Who-how will you access participants?
   - How will you collect data?
   - What instruments will you use?
   - Cover all data collection for all research questions
   - Data Analysis Plan How will you analyze your data?
   - Specific method

LEARNING OUTCOMES

On completion of this course, the student will be able to:
1. Design and conduct an original research project in order to answer your research questions.
2. Design a discipline-specific research methodology.
3. Apply humanities/social science/scientific writing skills (APA)
4. Participate in the peer review process
5. Analyze research and other topics with academics in your field

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Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Articulate a cogent, critical analysis of relevant evidence-based material to justify the research undertaken.	YES	X	X	X	X
L2	Autonomously construct and conduct a research study of relevance to their professional context	YES	X	X	X	X
L3	Draw inferences from the data that add to the body of knowledge for the professional context.	YES	X	X	X	X
L4	Defend the thesis during the viva voce examination, showing the depth of understanding, skills of debate, and clarity of argument.	YES			X	X
L5	Disseminate knowledge from their research work to a variety of audiences through presentations and writing.	YES	X	X	X	X

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

Required text

- Hart, C. (2018). *Doing a literature review: Releasing the research imagination*. Sage.
- Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners*. Sage Publications Limited.

Didactic readings

- Hart, C. (2001). *Doing a literature search: a comprehensive guide for the social sciences*. Sage.
- Turabian, K. L. (2007). A Manual for Writers of Research Papers, Theses, and Dissertation: Chicago Style for students and researchers.
- Williams, J. M., & Nadel, I. B. (1989). *Style: Ten lessons in clarity and grace* (pp. 22-23). Glenview, IL: Scott, Foresman.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.

CODE: DBA202 DISSERTATION RESEARCH I

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course is a prerequisite of DBA301 Dissertation Research II and guides students in defining and pursuing preliminary research in their area of dissertation topic with the goal of developing a working draft of the dissertation proposal and a research proposal poster.

The main objective of this course is to guide students through the process of beginning the process of designing and defending a DBA research proposal by developing their dissertation research proposal prospectus, the first draft of their dissertation proposal and a preliminary research proposal poster.

Students will also identify potential research questions, issues, and topics as well as relevant theories and appropriate research designs to form the basis of their dissertation proposal. In addition, students will apply their skills in literature search, literature review and synthesis, as well as scholarly argumentation related to research need and design.

COURSE CONTENT AND LEARNING OUTCOMES
1. Dissertation Proposal Prospectus
   ● A substantive prospectus of the dissertation topic with notes on further
   ● A clearly stated topic and possible research questions;
   ● A summary of the literature that informs and shapes your understanding of the topic and your approach to studying it;
   ● A proposed research design, including methodology,data collection, and data analysis procedures; and,
   ● The significance of this topic for higher education and its potential implications
2. Dissertation Proposal Draft

3. Dissertation Proposal Revised Draft

LEARNING OUTCOMES
1. Design and execute a meaningful Doctoral level research project that demonstrates creative and critical thinking and uses the knowledge and skills learned while in the DBA Program
2. Undertake the research process and be aware of research obligations and pitfalls
3. Narrate the research process clearly in the form of a formal multi-chapter DBA Dissertation proposal, structured according to the approved style
4. Articulate research or project objectives clearly, situate research within an academic or scholarly context, state claims and evidence clearly, assess the validity of claims, evidence, outcomes, and results
5. Describe your DBA research clearly and succinctly, in written and oral forms, to faculty, mentors, and potential sponsors

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Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Design and execute a meaningful Doctoral level research project that demonstrates creative and critical thinking and uses the knowledge and skills learned while in the DBA Program.	Yes	x	x		x
L2	Undertake the research process and be aware of research obligations and pitfalls	Yes	x	x	x	x
L3	Narrate the research process clearly in the form of a formal multi-chapter DBA Thesis proposal, structured according to the approved style.	Yes	x	x	x	x
L4	Articulate research or project objectives clearly, situate research within an academic or scholarly context, state claims, and evidence clearly, assess the validity of claims, evidence, outcomes, and results.	Yes	x	x	x	x
L5	Describe your DBA research clearly and succinctly, in written forms, to faculty, mentors, and potential sponsors	Yes	x	x	x	x

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

• American Psychological Association (2019). Publication Manual of the American Psychological Association, Seventh Edition. Washington, USA: American Psychological Association
• Naoum, S.G. (2019). Dissertation research and writing for built environment students. Fourth Edition... New York, USA: Routledge.

CODE: DBA203 RESEARCH METHODS II

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	DBA103 RESEARCH METHODS I
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is a continuation of DBA103 Research Methods I and provides the student with an advanced level of knowledge in methods/tools used in business research on topics such as data preparation, multivariate analysis, and dependence techniques. Through a series of assignments, the student demonstrates mastery of this knowledge and proficiency in the use of such tools. This course continues the sequence of research courses to prepare EBU students for skills needed to undertake a dissertation. Students are expected to begin this course with a defined dissertation research topic, a draft research question, a hypothesis (for quantitative research designs), a supporting literature review, and ideas about appropriate methods. This course will explore the next steps of the research process, to further develop methods for conducting the research. This will include refining the research question, what specific methods are appropriate, how to implement the chosen method, how to manage and organize data and how to present the data results. Primary data collection methods to be covered will include questionnaires/surveys, focus groups and key informant interviews. This course will explore low-tech ways to analyze qualitative data. At the end of the course, students will have an integrated research methodology into a completed draft version of their dissertation proposal. The Research Methods Module I, II and II operate in each term of the DBA Program.

COURSE CONTENT AND LEARNING OUTCOMES
- The roles and characteristics of business and management research. Political and ethical issues in research
- Research Philosophies Assumptions
- Qualitative and quantitative paradigms in business and management research
- Planning and designing a research project: the research context, problem definition,research objectives, research methodology and strategies, evaluation research, information requirements
- Primary and Secondary data: applications

LEARNING OUTCOMES

Students who successfully complete this module will be able to:

1. critically evaluate the methods and results of published research as a basis for management decision-making
2. design and implement management research projects drawing on relevant data sources,research strategies and methods
3. design and execute appropriate research instruments (e.g. questionnaires, interview schedules
4. prepare a detailed proposal for a business, management, marketing and/or information systems research project (dissertation) with an appropriate project plan for its execution.

Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
L1 Knowledge and understanding that is generated through personal research or equivalent work that makes a significant contribution to the development of the subject/discipline. A critical, detailed and often leading knowledge and understanding at the forefront of one or more specialisms	Y	X X	X X		
L2 Use and enhance a range of complex skills, techniques, practices, and materials at the forefront of one or more specialisms Apply a range of standard and specialised research/equivalent instruments and techniques of enquiry. Design and execute research, investigative or development projects to deal with new problems and issues	Y	X X X	X X X		
L3 Apply a constant and integrated approach to critical analysis, evaluation, and synthesis of new and complex ideas, information, and issues. Develop creative and original responses to problems and issues.	Y	X X	X X	X	
L4 Communicate at the standard of published academic work and/or critical dialogue and review with peers and experts in other specialisms. Critically evaluate numerical and graphical data.	Y	X X	X X	X	
L5 Work in ways that are reflective, self-critical, and based on research/evidence. Deal with complex ethical and professional issues	Y	X X	X X	X X	

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

• Denzin, N.K. and Lincoln, Y.S. eds., 2011. The SAGE handbook of qualitative research. Sage
• Creswell, J. (2012). Qualitative inquiry and research design: Choosing among five approaches (3rd ed.). Thousand Oaks, CA: Sage
• Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2016). Recommendations for creating better concept definitions in the organizational, behavioural, and social sciences.
• Green, J. P., Tonidandel, S. & Cortina, J. M. (2016). Getting through the gate: Statistical and methodological issues raised in the reviewing process. Organizational Research Methods, 19(3), 402-432.

CODE: DBA300 DISSERTATION RESEARCH PROPOSAL

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	All other Courses
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is a continuation of Dissertation Design DBA202. The student provides additional empirical support for the literature review, constructs/hypothesis, and related theory. The student investigates and includes comprehensive methods and analysis discussion and a project plan. The student publicly presents and defends his/her proposal to faculty at the European Business University.

COURSE CONTENT AND LEARNING OUTCOMES

1. Dissertation Proposal Prospectus
   • a substantive prospectus of the dissertation topic with notes on further
   • a clearly stated topic and possible research questions;
   • a summary of the literature that informs and shapes your understanding of the topic and your approach to studying it;
   • a proposed research design, including methodology,
   • data collection, and data analysis procedures; and,
   • the significance of this topic for higher education and its potential implications
2. The student will be able to critique Research proposals & offer constructive advice.

3. Dissertation Proposal Revised Draft

4. Dissertation Proposal Final

LEARNING OUTCOMES

Upon completing this course, students will be able to:
- Design and execute a meaningful Doctoral level research proposal that demonstrates spatial thinking and uses the knowledge and skills learned while in the DBA Program.
- Undertake the research process and be aware of research obligations and pitfalls.
- Articulate research or project objectives clearly, situate research within an academic or scholarly context, state claims and evidence clearly, assess the validity of claims, evidence, outcomes, and results.
- Narrate the research process clearly in the form of a formal multi-chapter DBA Dissertation proposal, structured according to the approved style
- Describe your DBA research clearly and succinctly, in written and oral forms, to faculty, mentors, and potential sponsors.
- Successfully defend the dissertation proposal before the Faculty of the University

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Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Design and execute a meaningful Doctoral level research proposal that demonstrates spatial thinking and uses the knowledge and skills learned while in the DBA Program	YES	X			
L2	Narrate the research process clearly in the form of a formal multi-chapter DBA Dissertation proposal, structured according to the approved style	YES		X		
L3	Undertake the research process and be aware of research obligations and pitfalls.	YES		X	X	
L4	Successfully defend the dissertation proposal before the Faculty of the University	YES			X	X
L5	Disseminate knowledge from their research work to a variety of audiences through presentations and writing.	YES				X

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

- Foss, S. K., & Waters, W. (2007). Destination dissertation: A traveller's guide to a done dissertation. Lanham, MD: Rowman & Littlefield.
- Single, P. B. (2010). Demystifying dissertation writing. Sterling, VA: Stylus.
- Sword, H. (2012). Stylish academic writing. Cambridge, MA: Harvard University.

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CODE: DBA301 DISSERTATION RESEARCH II

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	DBA202 DISSERTATION RESEARCH I
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is a continuation of DBA202 Dissertation Research I. The student continues to execute his/her applied dissertation research proposal project plan and provide timely updates to the Dissertation Chair and Content Expert Scholar in writing.

COURSE CONTENT AND LEARNING OUTCOMES

1. Final Research Proposal Writing
   • Problematization
   • Research objectives and questions
   • Conceptual and theoretical frameworks
   • Methodology including
   • Recherche instruments
   • Participants information and documentation
   • All the content of the written final research proposal
2. Different written forms (article, conference paper, Tweet, etc.)

LEARNING OUTCOMES

Upon completing this course, students will be able to:

• Design and execute a meaningful Doctoral level research project that demonstrates creative and critical thinking and uses the knowledge and skills learned while in the DBA Program and articulate research or project objectives, situate research within an academic or scholarly context, state claims and evidence clearly, assess the validity of claims, evidence, outcomes, and results

• Undertake the research process and be aware of research obligations and pitfalls

• Narrate the research process clearly in the form of a formal multi-chapter DBA Thesis proposal, structured according to the approved style and describe your DBA research clearly and succinctly, in written forms, to faculty, mentors, and potential sponsors

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Design and execute a meaningful Doctoral level research project that demonstrates creative and critical thinking and uses the knowledge and skills learned while in the DBA Program and articulate research or project objectives, situate research within an academic or scholarly context, state claims and evidence clearly, assess the validity of claims, evidence, outcomes, and results.	Yes 1, 2, 3, 4, 5	x	x	x	x
L2	Undertake the research process and be aware of research obligations and pitfalls	Yes 1, 2, 3, 4, 5	x	x	x	x
L3	Narrate the research process clearly in the form of a formal multichapter DBA Thesis proposal, structured according to the approved style and describe your DBA research clearly and succinctly, in written forms, to faculty, mentors, and potential sponsors	Yes 1, 2, 3, 4, 5	x	x	x	x

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

• American Psychological Association (2019). Publication Manual of the American Psychological Association, Seventh Edition. Washington, USA: American Psychological Association

• Naoum, S.G. (2019). Dissertation research and writing for built environment students. Fourth Edition. . New York, USA: Routledge.

CODE: DBA302 RESEARCH METHODS III

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	DBA203 RESEARCH METHODS II
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is a continuation of DBA 203 and presents the student with an advanced level of knowledge in methods/tools used in business research on topics such as interdependence techniques and structural equation modelling. This course continues the sequence of research courses to prepare EBU students for skills needed to finalize their dissertation preparation. Students are expected to complete this course with an integrated research methodology into a completed version of their dissertation proposal. The Research Methods Module I, II and II operate in each term of the DBA Program.

COURSE CONTENT AND LEARNING OUTCOMES

• The roles and characteristics of business and management research. Political and ethical issues in research
• Research Philosophies Assumptions
• Qualitative and quantitative paradigms in business and management research
• Planning and designing a research project: the research context, problem definition, research objectives, research methodology and strategies, evaluation research, information Requirements
• Primary and Secondary data: applications

LEARNING OUTCOMES

Students who successfully complete this module will be able to:
1. critically evaluate the methods and results of published research as a basis for management decision-making
2. design and implement management research projects drawing on relevant data sources, research strategies and methods
3. design and execute appropriate research instruments (e.g. questionnaires, interview schedules
4. prepare a detailed proposal for a business, management, marketing and/or information systems research project (dissertation) with an appropriate project plan for its execution.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Knowledge and understanding that is generated through personal research or equivalent work that makes a significant contribution to the development of the subject/discipline. A critical, detailed and often leading knowledge and understanding at the forefront of one or more specialisms	Y	X X	X X	X	
	Use and enhance a range of complex skills, techniques,	Y	X	X	X	

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L2	practices and materials at the forefront of one or more specialisms		X	X	X	
	Apply a range of standard and specialised research/equivalent instruments and techniques of enquiry.		X	X	X	
	Design and execute research, investigative or development projects to deal with new problems and issues		X	X	X	
					X	
	Demonstrate originality and creativity in the development and application of new knowledge, understanding and practices.					
	Practise in the context of new problems and circumstances.					
L3	Identify, conceptualise and offer original and creative insights into new, complex and abstract ideas, information and issues.	Y	X	X	X	
			X	X	X	X
	Develop creative and original responses to problems and issues		X	X	X	X
	Deal with very complex and/or new issues and make informed judgements in the absence of complete/ consistent data/ information.					
L4	Communicate at the standard of published academic work and/or critical dialogue and review with peers and experts in other specialisms.	Y	X	X	X	X
	Use a range of software to support and enhance work at this level and specify software requirements to enhance work.		X	X	X	
			X	X	X	
	Critically evaluate numerical and graphical data.					
L5	Take full responsibility for your own work and/ or significant responsibility for the work of others.	Y	X	X	X	X
			X	X	X	X
	Demonstrate leadership and/or originality in tackling and solving problems and issues.		X	X	X	X
			X	X	X	X
	Work in ways which are reflective, self-critical and based on research/evidence.					
	Make informed judgements on new and emerging issues not addressed by current professional and/or ethical codes or practices.					

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

• Saunders, M., Lewis, P., & Thornhill, A. 2011. Research methods for business students. New Delhi: Pearson

• Bryman, A and E Bell (2011), Business Research Methods, (3rd edition), Oxford University Press.

• Saunders, M., Lewis, P. and A. Thornhill, (2007), Research Methods for Business Students, 5th Edition, Harlow, Prentice-Hall.

• Easterby-Smith, M. Thorpe, R. and Jackson, P.R. (2008), Management Research, London Sage

• Goulding, C. (2002), Grounded theory: a practical guide for management, business and market researchers, London, Sage.

CODE: DBA303 ETHICS IN BUSINESS MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 10
Course duration: 10 weeks
Total contact hours: 38 (10 hours lecture + 28 hours Research)
Total exam hours: 2
Total study hours: 240 (90 hrs Self-directed study + 150 Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course will prepare students to understand and apply ethical decision-making models within an organizational management model. These models will introduce students to ethical skills, vocabulary, and other tools necessary to behave in an ethical manner, not only within organizations but in society at large. This course also aims to provide students with solid skills to know and deal with the fundamentals of ethics. They are enabled to analyze business, social and environmental issues that are relevant to the development of Corporate Social Responsibility and sustainable business practices. The course focuses on the CSR practices of Multinational Corporations (MNCs), the challenges and opportunities of acting responsibly in the arena often called "the global village". It also assesses the role of small and medium-sized enterprises (SMEs) in acting responsibly in a highly competitive environment. It discusses government strategies to attract Foreign Direct Investment (FDI) and the dilemmas these present for responsible business practice and the complex interactions between stakeholders, firms, and government.

COURSE CONTENT AND LEARNING OUTCOMES
Topic: Introduction to Business Ethics / Understanding Corporate Social
1. Introduction to Ethics and CSR
2. Definition of CSR
3. The Pros and Cons
4. Corporate Citizenship
5. Social responsiveness and performance

Topic: Theory of Ethics Description
1. Ethical egoism and subjectivism
2. Cultural relativism
3. Theory and practice

Topic: Environmental Ethics Description:
1. Approaches to environmental issues
2. Opposition to green environmentalism
3. Sustainable development
4. ROI of sustainable environmental

Topic: Behavior in Organizations Description:
1. The behavioural complex affecting ethical decision making
2. Ownership and management
3. Structures of organisations
4. Factors affecting ethical decision making

Topic: CSR and Ethics in a Global Context
1. Global business activity and practice
2. Operating in conflict zones
3. Bottom-of-the Pyramid – doing business in poverty markets

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4. Africa initiatives of MNCs
5. Corruption and its impact on the national and global economy

Governing organisations
1. Defining corporate governance
2. Key features of governance
3. National and international dimensions of governance
4. Shareholding, ownership and control
5. Employee representation
6. Boards of directors

Auditing and Reporting Social Performance
1. Voluntary initiatives
2. Voluntary codes
3. Social accounting
4. Drivers for social and environmental reporting
5. Principles on report content

Topic: Managing Ethics Internally
1. Managing corporate ethics
2. Corporate values & culture
3. Compliance groups
4. Ethical change management

Environmental Responsibility
1. Framing the link between business and the environment
2. Principles: responsibility and precaution
3. Context: social, political, and legal aspects
4. Solutions to environmental problems
5. Environmental measurement and management

LEARNING OUTCOMES

When the course is complete students be able to:

- Show familiarity with current ethical questions, economic, social and environmental policy frameworks in which CSR takes place
- Demonstrate mastery of CSR theory and practice in Europe from corporate codes of conduct to related EU policies, frameworks and discussions
- Appreciate and articulate complex issues in corporate governance under local and global settings
- Show familiarity with critical issues of CG and CSR, including corporate ownership structures, transparency, board practices, CSR strategy formulation and implementation, and their impact on different stakeholders
- Know how to integrate management control issues with corporate governance as a firm-specific objective to achieve superior company performance and greater accountability
- Analyze, communicate and provide recommendations on business cases

	Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
L1	Show familiarity with current ethical questions, economic, social and environmental policy frameworks in which CSR takes place	YES	X	X		
L2	Demonstrate mastery of CSR theory and practice in Europe from corporate codes of conduct to related EU policies, frameworks and discussions	YES			X	X
L3	Know how to integrate management control issues with corporate governance as a firm-specific objective to achieve superior company performance and greater accountability	YES				X
L4	Show familiarity with critical issues of CG and CSR, including corporate ownership structures, transparency, board practices, CSR strategy formulation and implementation, and their impact on different stakeholders	NO		X		

L5	Analyze, communicate and provide recommendations on business cases	YES			X	X

A – Knowledge and Understanding   B – Intellectual Skills   C – Practical Skills   D – Transferable Skills

BIBLIOGRAPHY

- Boatrigh, J.R. (2014). Ethics in Finance 3rd Edition. Wiley Blackwell.
- Graham, G. (2008) Ethics and International Relations, 2nd Edition. Malden, MA: Blackwell.
- LaFollette, H. (ed.) (2003) The Oxford Handbook of Ethical Practice, Oxford: OUP