



UCAM
UNIVERSIDAD CATÓLICA
DE MURCIA

DM DOCTORATE IN MANAGEMENT

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ABOUT THE DOCTORATE IN MANAGEMENT PROGRAM

The focus of this DM program is to enable participants to acquire knowledge and research skills in the field of management and Leadership. It is also an opportunity for participants to build a network of peers and academicians as they prepare for a future of immense opportunities in research-oriented work. The program is designed to inspire participants to think outside their current knowledge and practice and extend their limits in solving complex leadership and management related problems associated with a fast-changing global business environment.

Participants will be led to systematic understanding and mastery of assessment, synthesis and critical analysis skills of literature and methods used in measuring strength of evidence of peer reviewed research publications. The knowledge and skills from this program will produce better thinkers and enable participants to hone their experience as scholars and practitioners in Leadership and management. The DM program adopts high quality European education standards that will give each student a competitive edge and open an infinite world of opportunities.



ABOUT THE UNIVERSITY

Founded in the year 1996, UCAM is a fully accredited European University with a clear mission: to provide students with the knowledge and skills to serve society, to contribute to the further expansion of human knowledge through research and development. UCAM empowers students to develop their own real-world skills. The campus' top class infrastructure, its labs and studios, allied with practical learning components will prepare students to put their acquired knowledge into action. Students have to complete an internship in a public or private institution where they will receive a taste of their future field of expertise.

UCAM has established more than fifty research groups in close collaboration with enterprises such as, Coca Cola, DANONE, Vodafone and Siemens, providing some students the opportunity to contribute academically.

UCAM is among the first universities to adapt its programs to the European Quality System for Education, following the Bologna Process. UCAM is a private Catholic university with 20 years of history and more than 16,000 students, offering 33 prominent European official Bachelor's, 45 Master's and 66 doctorate lines of research amongst other prestigious titles.



RANKING

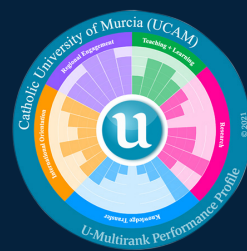


The Times Higher Education World University Rankings is a vital resource that provides the definitive list of the world's best universities. The system ranks over 1,250 of the world's best universities from 31,000 universities of the world across all of their core missions: teaching, research, knowledge transfer and international outlook.



GLOBAL STUDENT SATISFACTION AWARDS 2021

The Global Student Satisfaction Awards empower students across the globe to determine the best universities of 2021. Universities with a score above 4.0 (out of 5) in any of the 8 award categories, receive Badges of Excellence. Congratulations!



U-MULTIRANK

A project funded by the EU, to measure the quality of universities around the world, focusing mainly in Europe. This is its second edition.

Universidad Católica de Murcia (UCAM) FACTS AND FIGURES

STUDENTS



9,404

Undergraduate Students
(and 1st Cycle of LRU)



10%

international Students coming from the Americas, Asia, Africa and Europe 1



640

Doctorate Students



1,725

UCAM Degrees (Own Titles) Students



21

College Sports Disciplines



21

Sponsored Sports Teams



2,172

Master's Students



370

Partnerships with International Universities



2,432

Scholarships Offered

SERVICES



Professors

1,102

Administrative and service staff

277

Partner Companies for Student Internships

4,000

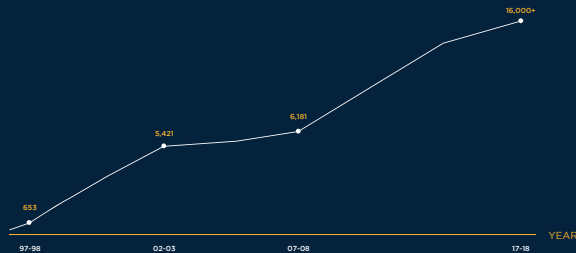
Student Internship Placements

4,812

Exchange Programs Students

495

NUMBER OF STUDENTS





PROGRAMME STRUCTURE

The programme commences with structured coursework designed to build research competencies, followed by a research project that applies those competencies to improve business practices or to add new practices.

This programme is structured in to 2 stages, the year one consists of 6 taught modules comprising to 60 ECTS Credits. Successful students of the stage -1 will progress to the final Practice Based Thesis which will be completed in 2 years from the beginning of the research. Maximum duration allowed for the research is 3 years and minimum is 1 year.

EARLY EXIT AWARD

Successful students of stage 1 will be awarded M.Phil (Master of Philosophy in Applied Business Leadership and Management) from Universidad Catolica De Murcia, Spain, if the student decides to exit without completing the final research thesis.

DURATION

Stage 1 (Taught Modules) - 1 Year
Stage 2 (Research) - 2 Years

Though the term for the research is 2 years, the learner can extend it for 1 more year. An ambitious student can even complete the research in one year also based on their schedule.

DOCTORATE IN MANAGEMENT – UCAM

AIM

This will be a 3 year applied Doctorate degree in management and leadership research with a focus in organizational management and leadership. The program will offer additional exit award-(Master of Philosophy in Applied Business Leadership and Management)-To students who complete 1stYear coursework.

YEAR 1

- Introduction To Research Methods - 10 ECTS
- Applied Research In Organizational Behavior And Leadership - 10 ECTS
- Contemporary Research In Business Analytics - 10 ECTS
- Innovation And Sustainability Research Perspectives - 10 ECTS
- Action Research Approaches In Operational Management - 10 ECTS
- Doctoral Research Proposal - 10 ECTS

YEAR 2&3

- Dissertation Registration
- Confirmation of Supervision
- Dissertation Completion
- Defense -120

Total credits - 180

MODULE DESCRIPTION AND OUTCOMES

3.1 INTRODUCTION TO RESEARCH METHODS

Module code	: DMUCAM 101
Level of study	: Level 8
Guided learning hours	: 150
Credits	: 10
Status	: Core Course

MODULE DESCRIPTION

This course will enhance participants' understanding of research process. Participants will critically explore research approaches, language, and ethics. The course will take a step-by-step approach to develop students' knowledge, skills and understanding on design and implementation of quantitative and qualitative research designs including Cross-sectional surveys, cohort studies, Randomized Controlled Trials, and operational study designs which include quasi experiments and Cluster Randomized Controlled Trials. The course will equip students with the skills necessary to conduct secondary research designs including scoping and systematic reviews. The course will also help students to develop the skills to recognize and reflect on the strengths and limitations of different research methodologies and address ethical and practical issues in research. Further the student will be equipped with the ability to methodologically review and derive meaning from the published research work for application in professional practice and growth.

LEARNING OUTCOMES

- LO1:** Identify and describe different quantitative study designs, describe the key elements and weaknesses and strengths associated with each approach, and application of quantitative research in professional Practice.
- LO2:** To understand Qualitative Research approaches and their application including qualitative data collection, analysis and reporting methods.
- LO3:** To understand secondary research design and application methods including Scoping and Systematic reviews approaches, and how different research designs can be combined in a mixed method study approach.
- LO4:** To understand the concept of research quality assurance and its application in research integrity and ethical principles and application of validity and reliability principles in research.

CONTENT COVERED

- Introduction to Research and the Research Process.
- Methods in Primary Research - Introduction to Quantitative Research, Study Designs and Methods.
- Analysis and Interpretation of Quantitative Data.
- Case study: Critical Appraisal of Quantitative Research.
- Methods in Primary Research-Introduction to Qualitative Research, Study Designs and Methods.
- Analysis and Interpretation of Qualitative Data.

- Case Study: Critical Appraisal of Qualitative Research.
- Methods in Primary Research-: Introduction to Mixed Methods Research, Study Designs and Methods.
- Analysis and Interpretation of Mixed Methods Data.
- Case Study: Critical Appraisal of Mixed Methods Research.
- Methods in Secondary Research -Introduction to scoping and systematic reviews.
- Data collection and analysis process in systematic reviews.
- Quality Assurance in Research-Validity, Reliability, Research Ethics and Integrity.

3.2 APPLIED RESEARCH IN ORGANIZATIONAL BEHAVIOR AND LEADERSHIP

Module code	: DMUCAM 102
Level of study	: Level 8
Guided learning hours	: 150
Credits	: 10
Status	: Core Course

MODULE DESCRIPTION

The course will equip participants with the essential skills, strategies, and tools they need to unlock their fullest potential in taking up expanded leadership responsibilities to guide their organizations effectively. Participants will be exposed to fundamental elements and models of organizational behavior as well as research methods applied in studying Organizational Psychology. Participants will also be involved in a comparative analysis of effective leadership approaches and methodological considerations in Leadership research. These knowledge and skills will enable participants to build their capacities in integrative thinking, managing diversity, team building and managing effective teams, and negotiating and influencing skills which are essential skills in leading organizations in the global business environment.

LEARNING OUTCOMES

- LO1:** To understand the fundamental elements and models of Organizational Behavior and influence of individual factors in organizational behavior.
- LO2:** To analyze effective leadership approaches and their application in leading successful Organizations.

LO3: Discuss methodological approaches used in Leadership research.

LO4: To analyze and conceptualize Quantitative and qualitative research methods used in organizational Psychology.

CONTENT COVERED

- Elements of Organizational behavior and relevance in Workplace.
- Modern Approaches to Organizational Behavior- A human resources approach, contingency approach, productivity approach and systems approach.
- Contemporary Organizational Behaviour- Interdisciplinary approach, applied Science approach , Normative and Value Centered approach, Humanistic and Optimistic,
- Models of Organizational Behavior- Autocratic model, Custodial model, Supportive model, and Collegial model.
- Managing Diversity and international Workforce.
- Personality factors in organization- Need Pattern, Locus of Control, Introversion and Extroversion, Tolerance for Ambiguity, Self-esteem and Self-concept, Authoritarianism and Dogmatism, Risk Propensity, Machiavellianism, Types A and B Personalities and Work-Ethic Orientation.
- Motivation and theories of Motivation and Managerial Approaches for Improving Motivation in organizations.
- Comparative analysis of effective leadership approaches.
- Methodological considerations used in leadership research.
- Research Methods applied in Organizational Psychology -Surveys, Quasi experiments, and Qualitative research designs-Interviews, Critical Incident Technique, Repertory Grid, participant observations, Dairy studies, and Grounded theory.

3.3 CONTEMPORARY RESEARCH IN BUSINESS ANALYTICS

Module code	: DMUCAM 103
Level of study	: Level 8
Guided learning hours	: 150
Credits	: 10
Status	: Core Course

COURSE DESCRIPTION

This course will enable participants to develop data-driven business leadership skills required in a complex knowledge based global business environment. Participants will be introduced to the world of data analytics, with a focus on descriptive, diagnostic, predictive & prescriptive Analytics, Machine Learning & Optimization, Data Visualization, and decision making and leading with data. Participants will also be led to understand application of data analytics in the knowledge economy and disruptive technology as contemporary domains which influence business operations in the global stage.

LEARNING OUTCOMES

- LO1:** To understand descriptive and inferential statistics and application of statistics in business research and decision making.
- LO2:** To understand Machine Learning algorithms and Optimization concepts including supervised and unsupervised machine learning concepts with regression and classification techniques.
- LO3:** To explore the concept of data Mining and challenges associated with application of big data analytics in Business.
- LO4:** Understand the application of data analytics in leading contemporary business domains including Knowledge based economy and disruptive technology.

CONTENT COVERED

- Overview of Descriptive Statistics and Probability Distributions, inferential Statistics through hypothesis tests, Permutation & Randomization Test.
- Overview of Inferential Statistics, hypothesis tests, Permutation & Randomization Test, Regression & ANOVA.
- Machine Learning & Optimization Concepts: Differentiating algorithmic and model-based frameworks, Regression: Ordinary Least Squares, Ridge Regression, Lasso Regression, K-Nearest Neighbors Regression & Classification, K-nearest neighbors' algorithm (k-NN).
- Supervised Learning with Regression and Classification techniques - 1 Bias- Variance Dichotomy, Model Validation Approaches, Logistic Regression, Linear Discriminant Analysis Quadratic Discriminant Analysis, Regression and Classification Trees and Support Vector Machines.

- Supervised Learning with Regression and Classification techniques -2 Ensemble Methods: Random Forest, Neural Networks and Deep learning.
- Unsupervised Learning and Challenges for Big Data Analytics: Clustering Associative Rule Mining Challenges for big data analytics.
- Predictive & Prescriptive Analytics: Creating data for analytics through designed Experiments, creating data for analytics through Active learning, Creating data for analytics through Reinforcement learning.
- Leading with Data: data Visualization, Finding meaning in your virtual-meeting data, and Making data more accessible for decision making.
- Research and application of data analytics in knowledge economy and disruptive technology.

3.4 INNOVATION AND SUSTAINABILITY RESEARCH PERSPECTIVES

Module code	: DMUCAM 104
Level of study	: Level 8
Guided learning hours	: 150
Credits	: 10
Status	: Core Course

MODULE DESCRIPTION

This course will help build participants understanding role of research to develop new products, process and technologies that also emphasis on the promotion of the natural resources. The course will entail enhancing learner's perspective in need for integration of sustainable innovation. The course will enhance the leadership ability of the learner to understand sustainable business model innovation. Learners understand to communicate and manage stakeholders to drive the need for sustainability competitive advantage. The learner will evaluate and critically understand the need to be a catalyst to induce and efficiently incorporate and address global issues. This course will ensure the learner to understand the critical role of being purpose driven Leader. Learners will understand the step by process to maintain a sustainable business. The course highlights the role of advance theories in sustainability . And focuses on the research on the use of sustainable design to protect the environment (increasing the focus on thermal comfort along with helping to reduce energy consumption and using recycle materials).

LEARNING OUTCOMES

- LO1:** To understand and evaluate research on innovation and sustainability and to enhance research for sustainable business solutions.
- LO2:** To explore and understand models of Innovation and Sustainability in business and explore design thinking to improve sustainable innovation research.
- LO3:** To analyze research sustainability perspectives with Green design and design science approach in the field of innovation.

CONTENT COVERED

- Introduction to sustainability and innovation.
- Research to develop new products, process and technologies that also emphasis on the promotion of the natural resources.
- Research on the need for integration of sustainable innovation.
- Role of the leader to lead sustainable business model innovation.
- Communication skills and to manage stakeholders to drive the need for sustainability competitive advantage.
- Role of being purpose driven Leader.
- Process to maintain a sustainable business.

3.5 ACTION RESEARCH APPROACHES IN OPERATIONAL MANAGEMENT

Module code	: DMUCAM 105
Level of study	: Level 8
Guided learning hours	: 150
Credits	: 10
Status	: Core Course

COURSE DESCRIPTION

This course will enable learners to understand and apply elements of Action Research in the domain of operations. Students are expected to apply theoretical and data-driven approaches to add to the existing body of knowledge in Operations management. Through an initial operational understanding of the practice

system within projects and processes, while controlling the standard quality linked at every stage, students gradually are trained to evaluate strategic issues of designing operational systems that yield optimized results. The research supervisors welcome a wide variety of operational domains that deserves to be improved through the application and cyclical nature of Action Research.

Active Research Areas: service management, healthcare management, retail operations, logistics, supply-chain management, sustainability, stochastic control of processing networks, revenue management, not-for-profit operations, and contracting and economic-mechanism design.

LEARNING OUTCOMES

- LO1:** To understand and apply the steps of Action Research in the domain of operations management.
- LO2:** To analyze and evaluate research-based practice systems within the supply chain of manufacturing and service firms.
- LO3:** To critically evaluate an action plan with control checks that focuses on improving the quality of the existing systems.
- LO4:** To critically evaluate the different methods of operations research with an aim to create efficient and effective operational channels.

CONTENT COVERED

- **UNDERSTANDING OPERATIONS MANAGEMENT:** Strategy, Products and Capacity, Design of products- economic analysis of a product, Projects-project management, PERT & CPM, Crashing, Strategic Capacity Management, Learning Curves.
- **ACTION RESEARCH CYCLE:** Plan-Act-Observe-Reflect cycle, design of products and services, identification of the problem, understanding research process, communication and coordination of the practices.
- **PROCESS OPTIMIZATION METHODS:** Linear programming in processes: The Simplex Method, Big -M Method, The Two-Phase Method, Financial Analysis, Operations Technology, Scheduling, The Transportation and Trans-shipment Model.
- **ADVANCED OPTIMIZATION METHODS:** Integer programming, Dynamic Programming, System Reliability, Optimal Subdivision problem.
- **INVENTORY MODELS:** Inventory Control Problem, Six Sigma Quality, Statistical Quality Control.
- **SIMULATION:** Monte Carlo Simulation, waiting-line models, simulating waiting lines.

- SUPPLY CHAIN PROCESSES: Logistics and distribution, Lean production, value stream mapping, forecasting, time series
- SALES AND OPERATIONS PLANNING: ERP, MRP, work centre scheduling, Theory of Constraints, operations consulting

3.6 DOCTORAL RESEARCH PROPOSAL

Module code	: DMUCAM `106
Level of study	: Level 8
Guided learning hours	: 200
Credits	: 20
Status	: Core Course

COURSE DESCRIPTION

The participants in this course will develop a 3000 word research proposal in Leadership and business management. The participants will be guided to identify a researchable knowledge gap of their interest and analyze and synthesize the knowledge gap into a problem statement. Participants will receive guidance on specific aspects of doing research including literature searching and conducting critical appraisal; referencing and application of relevant computer softwares in reference management; framing research questions and research objectives; and application of ethical issues in research. Participants will be capacity build to develop competence in assessing and appraising evidence in published literature, determining the gaps in the evidence and developing a feasible and valid study design that they can apply in their research. Participants will further be guided to develop a full research proposal.

LEARNING OUTCOMES

- LO1:** Identifying a relevant and suitable knowledge gap in Leadership and business Management and develop structured research questions to address the knowledge gap.
- LO2:** Write a literature review to identify existing evidence and knowledge gaps associated with the research problem of interest.
- LO3:** Develop a well-structured research protocol/proposal with clear timelines and relevant study methods that comply with the universal principles research ethics principles.

CONTENT COVERED

- Overview of process of identifying knowledge gaps in research, Knowledge gap analysis, writing academic research problem statement, Justification and significance components of a good research questions and research objectives, developing structured research questions and objectives, Developing and how to state research hypothesis.
- Writing Introduction Part of research proposal: Developing background information section, problem statement, research questions and research objectives, stating research hypothesis, study aim, and Study Justification and significance.
- Writing Literature Review Section; Literature review search and appraisal, summarizing evidence in Literature review and identifying research gaps, assessing strength of evidence in published work, Citation and Referencing and Application of computer softwares (Mendley desktop, Zetoro and endnote) in reference management.
- Writing the methodology section of research proposal; describing: - study area, study design, study population: sample size determination, Sampling procedures, Data collection methods, process and tools, Study quality assurance (Validity and Reliability), data management and analysis, ethical issues in research.
- Methods used in Secondary Research: conducting Scoping reviews, systematic reviews and meta-analysis.

EARLY EXIT AWARD

The learner who decides to exit the course without completing the final research but successfully completes the year one with 60 ECTS credits will be eligible for an exit award - M.Phil (Master of Philosophy in Applied Business Leadership and Management) from Universidad Catolica De Murcia, Spain. The exit award is subject to

USD 3000.00 apart from the year one fee. The learner will be allowed to resume his research at a later stage if he wishes to continue his DM not later than 5 years from the date of exit. The following modules have to be successfully completed to be awarded an M.Phil degree.

M1. Introduction to Research Methods	- 10
M2. Applied research in Organizational behavior and Leadership	- 10
M3. Contemporary Research in Business Analytics	- 10
M4. Innovation and Sustainability Research Perspectives	- 10
M5. Action Research Approaches in Operational Management	- 10
M6. Doctoral Research proposal	- 10





RESEARCH COMMITTEE DOCTORATE IN MANAGEMENT

Besides developing, reviewing, and implementing policies relating to Exeed College's research programs, the Doctoral Research Committee is responsible for promoting and overseeing the quality of the student experience within the research programmes. The committee also reviews systems and processes for the delivery of the college's research programmes, including the areas of selection, admission and induction of doctoral students, supervision, confirmation of registrations and evaluation mechanisms.



Mr. DAVID ORFORD

Mr. David Orford is the former Associate Dean of Newport Business School, University of Wales, and a Quality Assurance Consultant in Education. He is also a member of QAA Appeals and an advisor to many higher education institutions around the world.

David is an expert in leading the design & managing quality assurance for several Business management programs at Post Graduate and Doctoral levels. David is currently the program director for the University of South Wales MBA program delivered by Exeed College.



Dr. VIVEK MOHAN

Vivek is currently the Associate Dean for Executive Education. Vivek is an award-winning researcher with several years of experience in leading the design and delivery of business management programs in the higher education and corporate sectors in the UK, Europe, Middle East and India. Vivek had previously taken up Faculty and Researcher positions in Sheffield Business School, UK and Leeds Business School, UK and his corporate

training and consulting portfolio includes firms such as PricewaterhouseCoopers, International Cricket Council and WJ Ground Water.

Vivek has a PhD in Business Management and an MSc in International Business from the UK and is certified in education design for higher education from Sydney (UNSW), blended learning essentials from the UK (UCL-Leeds), Project Management from CMI, UK and in Block chain from UCLA. He is also a certified member of British Academy of Management and served as the editorial board member of International Journal of Family Business and Management in the US.



**Dr. ROBERT PFUMBUDZAYI
MACHERA**

He is a well-rounded scholar with research interest in micro - lending companies, entrepreneurship, finance, banking, accounting, managing people, education, and training.

In his career as an academician, at Botho University he has been awarded with 4 certificates as a nominee for Teaching Excellence awards and 1 certificate for Research Excellence award. He has been awarded a Golden fKey membership certificate for top academic performer at postgraduate level (PhD) class of 2020 at the North West University Mafikeng Campus in South Africa, he is a holder of the following qualifications:

Master of Philosophy in Education and Training for Life - long learning (MPhil LLL) with the University of Stellenbosch, Executive Masters in Business Administration (MBA) with the Eastern and Southern African Management Institute (ESAMI-Arusha Tanzania), Fellow of Chartered Secretaries Southern Africa (FCSSA), Advanced Diploma in Management Accounting (CIMA Adv Dip MA), Fellow Institute of Administration and Commerce (FIAC), Postgraduate Diploma in Higher Education (PGDHE), Higher Diploma in Human Resources Management (MIHRM - Bots), Member of the Botswana Institute of Chartered Accountants (BICA) and a Fellow of Southern Africa Association of Accountants (FSAAA).



Prof. Col (Retd) ANIL AHLUWALIA

Professor Anil is the academic director of Westford Education Group. He is a Master Trainer and acclaimed as an outstanding leader in the domain of Academic, Corporate, HR and Business Management Training Services.

He was also deputed by the Indian Government to train the Botswana Defence Force. He is also a qualified experiential learning trainer. His highly motivating seminars and workshops are well known for their high-quality content backed by his inimitable and engaging style of delivery. His energizing sessions are insightful and stimulate participants to unleash their innate

energies, fulfill their potential and create an intense desire for success and personal excellence. Anil Ahluwalia is an alumnus of the prestigious St. Stephen's College, Delhi; National Defence Academy, Pune; and also, an MBA graduate from the Symbiosis University in India.

Having worked in India, Botswana (Southern Africa), Oman and UAE, Anil has been a driving force behind our continual improvement philosophy, with intense focus towards improvement of people commitment and behaviour. He takes immense pride in dealing with the most important resource, the human resource and believes that people sometimes limit their own progress by building barriers with self-defeating prophecies and he enjoys assisting people to successfully overcome them.



Dr. MICHAEL AKERIB

Dr. Michael Akerib brings a multi dimensional expertise in industry, executive education and academia. He has always been interested in change – sociological, technological and the blending of the two and its impact in determining the future. His professional experience was acquired in corporations leaders in their field (Dow Chemical, Merrill Lynch, COMILOG) in Africa, France and Switzerland. He was the CEO of a South American gold and diamond mining corporation in the early 1990s. As a consultant he devised

strategies for SMEs in areas as different as metals and luxury products.

Since 1991 he has been involved in executive education and academia in over 20 countries. He has created curricula, franchised educational programs he created, was dean, managing director of business schools and rector.

He is still active in higher education in Belgium, France, Romania and Switzerland. He has published a number of articles on demography, energy and Russia. He has a Bachelor degree in Biochemistry, a Masters degree in the Biochemistry of Nutrition, an MBA, an Mphil in Industrial History and Geography and a PhD in Social Sciences.

ADMISSION PROCESS

ELIGIBILITY

Once the application is submitted, the Admissions team will screen it to verify candidate's eligibility for the program. If eligible, an interview will be scheduled with the Interview Panel of the program.

The interview will be conducted via Telephone/Skype/Zoom for international candidates. The Admissions Department will release the results within one week of the interview conducted by the Panel of the program.

ADMISSION CRITERIA

- A - Candidates must have an MBA or Master degree or equivalent from recognized institutions.
- B - Candidates must have at least three years of work experience at managerial level.
- C - Candidates must be proficient in written and spoken English.
English level: 6.0 IELTS or equivalent.



EMBARK ON AN EXCITING AND REWARDING CAREER IN MANAGEMENT





An enterprise of
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VENTURES

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