

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Foundation	MGMT717 – Research Method I (0.5CU)	This course provides an overview of the scientific research process, and the interrelationships of its various components. It focuses on the iterative nature of theory construction and testing, and the factors that need to be considered in order to develop useful theories and sound empirical tests of theories.
Foundation	MGMT718 – Research Method II (0.5CU)	This course provides an overview of the scientific research process, and the interrelationships of its various components. It focuses on the iterative nature of theory construction and testing, and the factors that need to be considered in order to develop useful theories and sound empirical tests of theories.
Foundation	BSRM703 – Introduction to Business Research: Model Building and Economics of Organizing (0.5CU)	This course provides you an introduction to seminal readings on central questions of business research. The focus of the course will on the central questions in business research: the role of organizations, boundaries of organizations, and the economic, social and psychological underpinnings of management research. In addition, the course touches upon logic and philosophy of conducting research in the social sciences.
Foundation	BSRM704 – Introduction to Business Research: Philosophy of Science and Behavioural Approaches to Organizing (0.5CU)	This course provides you an introduction to seminal readings on central questions of business research. The focus of the course will on the central questions in business research: the role of organizations, boundaries of organizations, and the economic, social and psychological underpinnings of management research. In addition, the course touches upon logic and philosophy of conducting research in the social sciences.

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Core	MGMT712 – Global Strategy and Strategic Management (1.0CU)	<p>This course introduces doctoral students to research in strategic management. The field of strategic management is concerned with understanding the sources of a firm’s comparative advantage as a prerequisite for understanding the heterogeneity in firm’s performance. Strategy is viewed as an important determinant of firm performance, and research in this field examines both its causes and consequences. The field of strategic management is distinct from other areas of business study in its focus on major business goals, the definition of a firm’s scope of business, the search for sustainable competitive advantage, and the adoption of a top management integrative perspective on a firm’s operations.</p> <p>Because strategy is concerned with matching organizational resources with environmental opportunities, strategy research has naturally drawn on economics and organization theory as its two base disciplines. Economists are inclined to apply their ideas about markets, rationality and efficiency, and organizational theorists are inclined to apply their observations about behaviours of individuals, groups, and organizations. Over the years, these artificial boundaries have blurred as economists became interested in understanding organizations and organizational theorists in understanding markets and competition. In this course, we are going to build on this evolution. We will learn how key ideas have contributed to the understanding of major strategy questions and phenomena as well as how traditional and new ideas can continue to play a role in this field’s evolution. We will discuss how researchers theoretically tackle with important research questions and empirically verify their theories. Given the time limits, we will try to cover the key theoretical foundations and areas of application in class and point to other important readings and applications as we go along.</p> <p>The class, to the extent possible, will be student directed. For some portion of each class, one student will take responsibility for leading and facilitating the class discussion. During the seminars, students will place ideas and concepts within the domain of strategy, in an attempt to foster the development of competing and/or complementary perspectives across varied disciplines or varied strategy problems. Attempts to integrate the material with other courses and/or student projects are welcome. At the end of the course, each student will propose an idea for an original research project that is inspired by the course readings and discussions.</p> <p>The ultimate objective of this course is to help future strategy practitioners and thought leaders understand, appreciate, and use concepts from the academic field in their educational, scholarly and practical pursuits.</p>
Core	MKTG708 – Marketing Strategy (1.0CU)	<p>At a fundamental level marketing deals with how marketing concepts, tools, and processes can be used to help an organization develop a sustainable competitive advantage through the creation of superior customer value. The focus of this course is to give you a general overview of the different streams of research within marketing. We will typically cover a combination of classic papers and recent papers. These papers will cover topics that are of particular interest to managers. Although the reading list includes representative papers, it is by no means exhaustive. Therefore, the topical areas should serve as a starting point for those who are interested in delving deeper into a particular area.</p>

Academic Curriculum – Course Description		
		version 04_12092022
Course Type	Modules	Course Objectives
Core	ACCT700 – Financial Reporting and Governance (1.0CU)	<p>This module provides students with an insight into theory and practice of financial reporting and governance. Specifically, the course aims to provide students with:</p> <ul style="list-style-type: none"> <li>• An overview of the financial reporting process, including the definition, recognition and measurements of the elements of financial statements, their preparation and disclosure requirements;</li> <li>• An overview of the governance processes and internal control processes that help organisations manage their risks; and</li> <li>• An exposure to current academic and applied research in the broad areas of financial reporting and governance.</li> </ul>
Core	OBHR702 – Leadership (1.0CU)	<p>This doctoral seminar in Leadership/Organisational Behaviour seeks to provide students with a basic understanding of the main areas of Organisational Behaviour – the study of individuals and groups within organisations. The focus is on understanding the frameworks used to understand the research traditions in the field with an eye on applying the research findings into practice. This seminar seeks to equip students with the ability to conduct empirical research that is rigorous and readily translatable into ideas practitioners are able to use.</p> <p>The six sessions are developed around the main areas of research in the organisational field; leadership, motivation, trust and justice, individual differences, and values/attitudes/moods but is in no way reflective of the entire field.</p>
Core	FNCE706 – Fundamental Research in Corporate Finance (1.0CU)	<p>This is a DBA seminar class in corporate finance. The class is an introduction to research on the structure of the corporation and its investment and financing decisions. It is divided into multiple parts. The first is about the theory of the firm. It includes sessions on how productive activity is organized and how corporations in particular are structured to manage the agency problems that arise with any activity involving more than one person. The second part is about practical applications in asset pricing. Here we discuss the empirical data-driven approaches that reveals the association (and sometimes causality) between firm characteristics, performance, and stock price. The third part is about the financing of firm activities. It includes sessions on financing and an increasingly popular area of venture capital and private equity financing. We will discuss a mixture of theoretical, empirical, fundamental, and current papers.</p> <p>There is no textbook for this class. You are expected to have a basic understanding of MBA-level finance, however. For review, or to answer questions about definitions and conventional thinking about a topic, please refer to recent editions of corporate finance textbooks.</p> <p>Class sessions will be informal. We will meet three times to discuss the readings in the list attached. The amount that you learn in this class will depend heavily on your conscientious and careful preparation for the discussion meetings.</p>

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Core	MGMT720 – Supply Chain Innovation (1.0CU)	<p>Businesses create value by supplying their products or services to satisfy customer demand. This involves acquiring and organizing resources as well as partnering with suppliers in such a way that the targeted range of products and services are delivered to customers dependably in a costly and timely manner. A common challenge is the inflexible nature and uncertainty of supply and demand, which creates mismatches between the available supply and the customer demand. This leads to severe economic consequences on account of unsatisfied customers or wasted resources. To overcome this challenge and to maintain a competitive position, businesses need to constantly design and implement appropriate operational and supply chain capabilities. In this course, we will study operations strategy, and the role of operations executives in the firm. Specifically, we will learn about manufacturing strategy and the management of global supply chains, including various techniques for managing the incidence and consequence of various supply chain risks. Throughout the course, the focus will be on how to develop a competitive set of operations and supply chain capabilities. Using research articles and examples from a wide range of industries, we will illustrate that firms that employ these techniques and principles enjoy a significant competitive advantage. Students in this course can also expect to get exposed to various research methods in the field of operations management through the critical reading of assigned articles.</p>

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Elective (Innovation Track)	MGMT710 - Innovation Strategy (1.0CU)	<p>Innovation Strategy sets the broad framework for how and why organisations innovate and organise themselves for innovation. In this course, we will address broader issues of opportunity recognition, innovation management, innovation portfolio management, technology and patenting strategy, open innovation models and multinational innovation strategy. This is intended as a survey course that exposes us to the broader challenges in organizational innovation.</p>
Elective (Innovation Track)	MGMT711 – Innovation Development (1.0CU)	<p><u>Part 1:</u> This course provides an introduction to design thinking and design methods. Design techniques have become a popular means of teaching people how to innovate, and especially so for the early stages of innovation. The techniques are ideal for not only problem solving but also for problem finding. The main components are as follow:</p> <ul style="list-style-type: none"> <li>• An introduction to the whole design thinking cycle via the Stanford “Wallet exercise” (or its equivalent), which roughly follows the observation/ideate/prototype process.</li> <li>• An introduction to field research techniques (primarily, interviewing and observational study).</li> <li>• Ideation techniques such as brainstorming, and its comparison with a few other ideation techniques.</li> <li>• Rough or low fidelity (so-called) prototyping methods using simple materials to achieve form and three-dimensionality, but without mechanical functionality.</li> </ul> <p>Each session is followed by a more academic discussion that discusses topics as the purpose and uses of the various techniques and design as a whole, and the embedding of design within organizations.</p> <p><u>Part 2:</u> The second part of this course provides an overview of the innovation development process and the decisions that are made in the innovation development process. These decisions include:</p> <ul style="list-style-type: none"> <li>• the product definition (conceptualization and specifications to be included in the product), the sharpness/fuzziness of the definition, the timing of the definition.</li> <li>• the design and formation of innovation teams, building trust between the different partners, and the role of diversity, and</li> <li>• the management of risk in new product development, and the study of risk management practices.</li> </ul>

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Elective (Innovation Track)	MGMT721 – Innovation Commercialisation (1.0CU)	<p>Gomulya: This course will introduce the students to the challenges of commercializing innovations in B2B, B2C and C2C markets. It will also provide opportunities to discuss how technology inventions can be commercialized. The course will also examine the channel and pricing opportunities to develop advanced business models.</p> <p>Llewelyn: This course will introduce the students to the basic principles of intellectual property (IP) law and its relevance in commercializing technology inventions. In particular, this course will provide: a) an overview of IP rights (patents and trade secrets, trade marks, copyright, and designs) and the mechanisms to secure legal protection; and b) an overview of the mechanisms through which technology inventions can be commercialized and how value may be extracted from the ownership of IP rights.</p>
Elective (Innovation Track)	MGMT723 - Creativity Research: Global and Asian Perspectives (1.0CU)	<p>It is widely acknowledged that creative thinking is a key to individual and business success in the 21st century. In recent years, creativity research has gained considerable traction in the field of management and organizational behavior. This course focuses on research in creativity in an organizational setting, drawing on perspectives from Asia and around the world. Through this course, you will be exposed to classic as well as contemporary research in creativity. You will gain a good understanding and appreciation of how scholars define and measure creativity. As the field is constantly evolving, you will be challenged to assess current research critically and propose new perspectives and approaches to think about creativity research. Importantly, you will be tasked to take an Asian perspective and critically assess the state of creativity in Asia and explore how Asian employees and organizations can be more creative.</p> <p>This course is a Ph.D. level course and primarily employs a doctoral seminar format, supplemented with case studies and lectures. We meet each session to discuss the set of assigned readings (see reading list below). My role is that of a general facilitator and moderator. Each session, one or two students (depending on class size) will be responsible for leading the class discussion for an assigned article, summarizing the major findings, key takeaways and themes; it will be everyone’s responsibility to contribute actively to class discussions.</p>

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Elective	MGMT713- Product Strategy (1.0CU)	Product Strategy examines several themes of what influences a company or new venture to plan for its products, as well as their broad experiences in that. The perspective will include industrial ecology and competitive positions, as well as resources and capabilities. Topics will include product entry by different types of firms as well as product line management, and platforms as products.
Elective	STAT702 – Applied Data Analysis using STATA (1.0CU)	<p>This course will equip students with the knowledge and skills to handle and analyse different types of data for empirical problems in business and social science. The emphasis will be on practical issues relating to data analysis and modelling rather than on statistical theory. The overriding objective will be to ensure that the students are confident in data analysis and that they learn how to build and run their own statistical models.</p> <p>In the course students will get exposed to STATA. Basic knowledge of statistical theory is required; however, no prior knowledge of STATA is required for the course.</p>
Elective	OBHR703- Trust Within Organisations (1.0CU)	Trust is frequently considered to be a crucial element of organizational functioning, leadership effectiveness, and interpersonal work relationships. And many organizational, leadership, and interpersonal dysfunctions can be attributed to weaknesses or failures in trust. Fortunately, over the last 30 years organizational scholars have built a large base of scientific knowledge on trust within organizations. Unfortunately, little of this research has been put into practice. This seminar aims to introduce students to the scientific research on trust, and then consider how that research can be extended and/or how the research and methods can be leveraged to address trust issues within organizations.

## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Elective	OBHR733 – Cross-Cultural Management Research (1.0CU)	Observers of the global economy often tout the 21st century as a global century. This observation comes from the recognition that economic activities have become increasingly global in nature as people and goods cross national boundaries. Given these developments, understanding organizational behavior in a global business environment has become more important than ever. This course serves to introduce you to some classic as well as cutting edge ideas on cross-cultural organizational behavior and management research. This course employs a seminar format. We meet every week to discuss the set of assigned readings (see reading list below). My role is that of a general facilitator and moderator. Each session, students will be assigned to lead the class discussion for specific papers; it will be everyone’s responsibility to contribute actively to class discussions.
Elective	FNCE707 – Finance (1.0CU)	This course serves as an introduction to the fascinating world of finance with a focus on investments. The aim is to provide students with a broad understanding of the various sub-areas in investments, including behavioral finance, market efficiency, market anomalies, sell-side analysts, mutual funds, and hedge funds. We will study how investors are affected by psychological biases and how those biases translate into anomalies in the stock market. We will ask how quickly the market reacts to public and private information. We will explore the impact of agency, information asymmetry, and social networks on stock analysts, mutual fund managers, and hedge fund managers. The course will be useful for students with an interest in financial research, investors, managers in financial institutions, and investment management professionals.
Elective	MGMT716 – Growth Management (1.0CU)	In this course, we will address broader issues of managing growth and growing ventures. This is intended as a survey course that exposes us to the broader challenges in organizational innovation, growth, business models, and the related functional issues associated with growing and sustaining a business.



## Academic Curriculum – Course Description

version 04\_12092022

Course Type	Modules	Course Objectives
Introductory Research Project	MGMT726 – DBA Introductory Research Project	<p>The independent study is meant to give the students a jumpstart on the dissertation, and students can proceed with the independent study as the first step towards the dissertation if the start is meaningful.</p> <p>Empirical analysis is the science of analyzing data to convert information to useful knowledge. The empirical project is intended to provide you with a soft start on doing research with a problem of limited scope. The results of your empirical project can be used in your dissertation, obviously, it will be a small part of your dissertation if you eventually continue to work on the same topic.</p> <p>In this course you will start to conduct research using empirical methods, which rely on observation and experimentation as a pilot project prior to embarking on your dissertation. This course will enable you to use empirical research methods in your field, with a topic and a data set that you will choose in collaboration with your advisor. If you do not have an advisor at this stage, you can work on your empirical project with any professor that you are interested in working with on research. Topics include the formulation of the question to be investigated and the creation of resulting hypotheses, the collection of data and the analysis of the data collected, and the interpretation and study of analysis results. The methods of data collection and the analysis of data depend on the needs of the research question (to be decided between you and the professor guiding you on the empirical project). These methods include but are not limited to one-on-one interviews, surveys and questionnaires, case study methods, and more involved econometric analysis if you have the right data set. The data can be gathered from publicly available resources.</p>