DBA
Dual Degree
IBSS is one of the world’s elite business schools in Denmark to achieve international recognized accreditation from ASIC UK and member of QISAN UK, IACBE and CPD.

The school has achieved a strong position in the business education market since 2005.

IBAS offers quality international blended learning into the next decade at an affordable fees and develop applied management and business development skills.

IBAS has a pentagon accreditation from: ACBSP, ASIC UK, Swiss Private School, ATHE, ISO and has a membership with CPD.
PROGRAM STRUCTURE

- ADVANCED ACCOUNTING AND FINANCE
- ADVANCED STATISTICS
- INTERNATIONAL BUSINESS
- MANAGERIAL ECONOMICS
- MULTIVARIATE ANALYSIS
- ORGANIZATIONAL LEADERSHIPS
- RESEARCH METHODOLOGY
- RESEARCH PHILOSOPHY
- STRATEGIC MANAGEMENT
- STRATEGIC MARKETING
- NEW BUSINESS VENTURE

THESIS
Upon completion of this subject, students should be able to:

- Explain the rationale, discuss the usage and carry out basic computational exercise for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of theories and approaches in the research of accounting and finance issues.
- Adopt and use relevant theory, approach, methodology and analytical technique carry out an accounting or finance research, analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

LEARNING OUTCOMES:

TOPICS:

Section A – Foundations of Accounting & Finance
- The Basic of Accounting
- Concepts - Financial Vs Management Accounting, Nature And Uses Of Accounting
- Management Accounting - Cost Concepts And Cost Classification, Cost-Volume-Profit Analysis, Special Decisions, Budgeting, Standard Costing And Budgetary Control.
- The Basic of Finance
- The Roles Of Finance Managers and Overview Of Corporate Finance.
- Capital Structure
- Financial Statement Analysis
- Valuation Of Financial Assets, bonds and shares
- Dividend Policy
- Capital Budgeting

Section B – Theories in Accounting & Finance Research
- Theoretical Foundations - Accounting
- The Structure Of Accounting Theory
- Financial Accounting - Conceptual Frameworks Of Financial Accounting And Reporting
- Management Accounting - Conceptual Foundations Of Management Accounting
- Corporate Reporting & Financial Analysis
- Theoretical Foundations - Finance
- Wealth vs Profit Maximization
- Efficient Market Hypothesis
- Capital Structure
- Dividend Policy
- Other Theories
- Positive Accounting Theory
- Capital Assets Pricing Model
- Behavioural Models in Accounting and Finance Research

Section C – Perspectives in Accounting & Finance Research
- Accounting, Governance and Accountability
- Value Measurement and Earnings Management
- Asset Pricing
- Valuation and Portfolio Management
- Behavioural issues

6 ECTS
ADVANCED STATISTICS

LEARNING OUTCOMES:

Upon completion of this subject, students should be able to:
- Explain the rationale, discuss the usage and carry out basic computational exercise for each of the statistical tools/topics covered to analyze the data for research purposes.
- Explain the underlying assumptions and limitations in the use of each model/tools discussed for different types of data collected.
- Adopt and use relevant statistical tools, compute and analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

TOPICS:

The Basic of Statistics – A Review
- Concepts – Statistics, statistical data, type (ordinal, nominal, categorical), data collection, analysis and decision making
- Presentations – frequency distribution, pie and bar charts, stem-and-leaf, histogram, polygon, ogive
- Measures – of central tendency, dispersion, relative distribution-index variability and skewness

Understanding and Preparation for Analysis
- Descriptive vs Inferential statistics
- Purpose of analysis – describing and predicting
- Approaches to model building
- Revealing patterns using descriptive statistics
- Variables (nominal, ordinal and intervals)
- Distributions (normal vs skewed)
- Making predictions using inferential statistics
- Basic concepts (probability, populations, sampling)
- Types of sampling (random vs purposive) and variables (dependent vs independent, categorical vs continuous)
- How to make data more reliable (matching, precision matching and frequency distributions)

Methods of Analysis
- Analyzing Individual variables
  - Impacts of distributions (normal vs skewed)
  - Measures (central tendencies and skewness)
- Analyzing Differences Between Groups
  - T-Test
  - Matched Pairs T-Test
  - Analysis of Variance (ANOVA)
- Analyzing Relationships Among Variables
  - Correlation
  - Regression
- Models for Analysis
  - Linear, nonlinear, hierarchical (nested) and mixed models
  - Probabilistic vs deterministic models

Regression Analysis
- Concept, assumptions, purpose and uses of regression and how it works
- Similarities and differences between regression and correlations
- Single vs multiple regression, nonparametric regression and smoothing
- Regression line, regression statistics, R squared, least square estimation, estimating standard errors
- Making inferences and predictions using regression
- Measuring strength of linear relationships
- Statistical testing – the F test
- Problems – multicollinearity, heteroscedasticity and autocorrelation

6 ECTS
INTERNATIONAL BUSINESS

Upon completion of this subject, students should be able to:
- Explain the rationale, elaborate on the subject matter and discuss the application for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of theories and approaches in the research of international business issues.
- Adopt and use relevant theory, approach, methodology and analytical technique to carry out International Business research, analyze the data and evaluate and synthesize the results obtained to explain the phenomenon being studied or the issue being discussed.

TOPICS:

Section A - Foundations of International Business
- International Business - An Overview
- Foreign Exchange And Financial Markets
- Trade Policies And Regional Economic
- International Strategic Management And Alliances
- Culture And Ethics

Section B– Theories in International Business Research
- International Trade Theories
- Theory of Mercantilism
- Theory of Absolute Cost Advantage
- Theory of Comparative Cost Advantage
- Heckscher-Ohlin Model Leonief Paradox
- Competitive Trade Theory
- FDI Theories
- Market Imperfection Approach
- Product Life Cycle Approach
- Transaction Cost Approach
- The Electic Paradigm
- New Theories of International Trade
- Hofstede’s Theory of Cultural Relativity

Section C – Perspectives in Accounting & Finance Research
- Trends in International Business
- Emerging themes in International Business
- International Business – the new realities
- International Business strategies
- Economic Models and international business
- International Business ethics and cultural issues
Upon completion of this subject, students should be able to:
- Explain the rationale, elaborate on the subject matter and discuss the application for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of economic theories and approaches in research.
- Adopt and use relevant theory, approach, methodology and analytical technique to carry out Economic-based business research, analyze the data and evaluate and synthesize the results obtained to explain the phenomenon being studied or the issue being discussed.

**TOPICS:**

**Section A – Foundations of Economic Analysis**
- Theory Of The Firm
- The Market Environment Of The Firm
- Fundamentals Of The Economy
- Inflation, Deflation And The Business Cycle
- Monetary, Fiscal And Budgetary Policies
- Exchange Rate And Currencies

**Section B – Theories in Economic Analysis Research**
- Theory of the Firm
- Classical and Neoclassical Economic Theories
- Keynesian, Fredmanite and Fisherian Economic Theory
- Post Keynesian Economic Theories
- Game Theory
- Agency Theory
- Transaction Cost Theory
- The ‘New’ Economic Theories

**Section C – Perspectives in Economic Analysis Research**
- Adam Smith and the classical laissez-faire economy
- The Keynesian economics
- Monetarism and the new classical economics
- The macro vs micro divide
- Concept of ‘profit’ – Marxism, the Accounting and the Economic views
- Economic Models and international business
MULTIVARIATE ANALYSIS

Upon completion of this subject, students should be able to:
- Explain the rationale, discuss the usage and carry out basic computational exercise for each of the technique/topics covered to analyze the data for research purposes.
- Explain the underlying assumptions and limitations in the use of each technique/tools discussed for different types of data collected.
- Adopt and use relevant technique, compute and analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

LEARNING OUTCOMES:

TOPICS:

Introduction – Methods & Model Building
- Basic Concepts of Multivariate Analysis
- Types and Categories Of Multivariate Analysis
- Structured Approach to Multivariate Model Building

Understanding and Preparation for Multivariate Analysis
- Cleaning and Transforming Data
- Profiling Data and Treatments of Missing Data and Outliers
- Testing the Assumptions
- Factor Analysis
- Concepts, types and uses of Factor Analysis
- Assumptions Underlying Factor Analysis
- The Steps Of Factor Analysis

Analysis using Dependence Techniques
- Multiple Regression Analysis
  - Basic Concepts in Multiple Regression Analysis
  - Linear Regression vs Multiple Regression
  - Assumptions For Using Multiple Regression
  - The Process Of Using Multiple Regression
- Canonical Correlations
  - Concepts and uses of Canonical Correlations Analysis
  - Objectives and Assumptions Underlying Canonical Correlations Analysis
  - Deriving Canonical Functions, Interpret and Validate Canonical Variate
- Multivariate Discriminant Analysis
  - What Is Multivariate Discriminant Analysis?
  - Assumptions For Using Multivariate Discriminant Analysis
  - The Process Of Using Multivariate Discriminant Analysis
  - Interpretation Of The Discriminant Function
- Multivariate Analysis of Variance
  - Univariate vs Multivariate Analysis Of Variance
  - Decision To Use MANOVA
ORGANIZATIONAL LEADERSHIPS

LEARNING OUTCOMES:

Upon completion of this subject, students should be able to:
- Explain the rationale, elaborate on the subject matter and discuss the application for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of organizational and leadership theories and approaches in research.
- Adopt and use relevant theory, approach, methodology and analytical technique to carry out organizational and leadership research, analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

TOPICS:

Section A - Foundations of Organizational Leadership
- Leadership - Management Practice - Performance
- Leadership Types
- Leadership Traits Values And Norm
- Leadership Qualities & Competencies
- Environmental Factors For Leadership Effectiveness
- Communication For Leaders
- Managing Team
- Organisation Design And Structure
- Organisational Culture & Leadership
- Leadership & Change Management

Section B – Theories in Organizational Leadership Research
- Organizational Theories
  - The Classical (Scientific, Human Relations, Bureaucratic And Administrative Management Theories)
  - Neo Classical Organizational Theories
  - Decision Making Theories (Bounded Rationality, Rational Decision Making, Coalition and Garbage Can Models)
  - Contingency Theory
  - Systems Theory
  - Political Theories (Resource Dependent, Critical Theory, Conflict Theories)
  - Cultural Theories
- Control Theories (Cybernetic Model, Agency Theory, Markets, Bureaucracies And Clans, Symbolic, Ideological Theories)
- Change Theories (Lewin Model, Culture Model, Organizational Learning Model)
- Leadership Theories
  - Trait Theory
  - Behavioural Theory
  - Transactional Theory
  - Transformational Theory
  - Charismatic Theory
  - Situational Theory

Section C – Perspectives in Organizational Leadership Research
- Leaders vs managers
- Focus on the study of leadership – organization vs individual
- Gender issues
- Leadership styles
- Organizational performance.

6 ECTS
Upon completion of this subject, students should be able to:
- Explain the rational, discuss the process and elaborate on the choice of tools and procedures adopted in carrying out a scholarly business and/or management related research.
- Explain the underlying assumptions and limitations in the use of each technique discussed in the design of research.
- Adopt and use relevant technique, compute and analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

TOPICS:

Introduction - The Philosophy of Research
- Research philosophy & Philosophy of Knowledge
- The Research Process – an Overview
- Research Paradigms
- The Quantitative vs Qualitative Research
- The PhD / DBA Research

Theory - Definition, Roles and Development
- What Is Theory and what are roles of theories?
- Theory Development – Inductive vs Deductive
- Grounded Theory vs ‘a priori’ theorizing
- Problem Definition and Review of Literature
- Determining issues and problems for research
- Defining research problem
- Justifying research
- Types and sources of literature search
- Reviewing the literature – what to look for and how to do it?
- Writing a literature review

Research Design
- Purpose of research
- Understanding research, theoretical, conceptual, data collection and analytical frameworks.
- Designing research
- Developing analytical and conceptual frameworks
- Developing data collection frameworks – methods, identifications, collections, cleaning and analysis
- Designing interview questions and questionnaires
- Pilot study
- Reliability and validity testing
- Analytical framework and data analysis
- Organization of reports
Survey, Experimental and Correlational Research
- What is a Survey, Experimental and Correlational Research?
- Types of Survey, Experimental and Correlational Research
- Designs of Survey, Experimental and Correlational Research
- Sampling Techniques
- Sample Size
- The process of conducting a Survey, Experimental and Correlational Research

Instrumentation
- Measurement
- Designing Instruments
- Criteria Of A Good Instrument
- Scaling Techniques
- Rating and ranking Scales
- Reliability, Validity And Practicality
- Measurement of Errors Data Analysis and Inferential Statistics
- Categorization of data
- Analysing data using inferential statistics - Correlation and Regression, Time Series Analysis, Forecasting etc
- Analysis of Variance

In Doing Qualitative Research
- The philosophy of qualitative research
- Qualitative research, theoretical and analytical frameworks
- Approaches to qualitative research and research design
- Theory development through qualitative studies

Presentation Of Research Results
- Criteria Of Good Written Report
- Components Of The Research Repost
- Statistical And Graphical Presentation
- Writing Style

Research Ethics
- Responsibility Of The Researcher
- Ethical Standards
- Informed Consent
- Use Of Volunteers
- Confidentiality
- Privacy
- Conflict Of Interest
RESEARCH PHILOSOPHY

Upon completion of this subject, students should be able to:
- Explain the rationale, discuss the justifications and elaborate on the appropriateness of the basis in doing scholarly research.
- Explain the underlying assumptions and limitations in the application of a specific research approaches and adoption of specific paradigms of research.
- Adopt and use relevant methodologies in the design of research, analysis of data, evaluation and synthesis the results and in explaining the phenomenon being studied or the issue being discussed.

TOPICS:

The Foundations of Research
- Human Enquiry and the Social Sciences
- The epistemology of knowledge (the basis of 'knowledge', The process of 'knowing', The nature of 'knowledge')
- The ontology of being and the influence of context (how knowledge come into being and categorized 'realism versus nominalism, determinism versus indeterminism, concrete versus abstract, universal versus particular/specific)
- Assumptions about human nature and human contribution to knowledge creation.
- Herbert Simon's concept of 'Bounded Rationality'
- Human nature and social order.

Paradigms, Theory and Social Research
- Social research as a scientific field of study and as a body of knowledge.
- Paradigms of Research
- Macro vs Micro Theory
- Positivism, Functionalism and Naturalism
- Symbolic Interactionism, Ethnography and Phenomenology
- Feminist, conflict and deconstructionist
- What is Theory and what are roles of theories?
- Theory Development – Inductive vs Deductive theory construction
- Grounded Theory vs 'a priori' theorizing
- Critical rationalist response to logical positivism, scientific realism and their presuppositions
- The realists attack on empiricism and their alternatives
- Social science and the study of meanings and the explanation of social behaviour and the roles of values in social science.
- Social theory, political practices and critical alternative to naturalism
- Contemporary anti-positivist theories of the sciences

The Research Frameworks
- The research framework
- The theoretical framework
- The explanatory and analytical frameworks
- The conceptual framework

Popular Philosophers / Thinkers and Their Contributions to Social Research
- Karl Popper & Imre Lakatos
- Auguste Comte, John Stuart Mill, Herbert Spencer and Karl Marx
- Thomas Kuhn and Immanuel Kant
- Max Weber, Emile Durkheim and Georg Simmel
- Herbert Simon
- Jurgen Habermas and Michel Foucalt

The Quantitative vs Qualitative Debates
- Logical positivism and empiricism as a research programme in the philosophy of natural science and the rationality of 'a priori' research.
Upon completion of this subject, students should be able to:
- Explain the rationale, elaborate on the subject matter and discuss the application for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of theories and approaches in the research of strategic management issues.
- Adopt and use relevant theory, approach, methodology and analytical technique to carry out strategic management research, analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

LEARNING OUTCOMES:

TOPICS:

Section A - Foundations of Strategic Management
- The Strategic Management Landscape
- Strategy Making
- Strategic Analysis and Tools
- Strategy Analysis and Choice
- Strategy Implementation
- Strategy Evaluation and Assessment
- New Directions and Challenges

Section B – Theories in Strategic Management Research
- Resource Based View
- Network View
- Transaction Cost Economics
- Resource Dependent
- Strategic Management Process Framework
- PESTLE, TOWS,
- Real Options Reasoning
- Knowledge Based View
- Agency Theory
- Institutional Theory
- Game Theories
- Value Net
- Wicked Problems
- Red Queen

Section C – Perspectives in Strategic Management Research
- Management Theories and Concepts
- The Concept of Strategy
- Business Models and the Theory of the Firm
- The Framework of Strategic Management Theories
- Ideology and Discourses in Strategic Management
- Strategic Management and Micheal Porter
Upon completion of this subject, students should be able to:
- Explain the rationale, elaborate on the subject matter and discuss the application for each of the topics covered.
- Explain the underlying assumptions and limitations in the use of theories and approaches in the research of strategic management issues.
- Adopt and use relevant theory, approach, methodology and analytical technique to carry out strategic management research, analyze the data and evaluate and synthesis the results obtained to explain the phenomenon being studied or the issue being discussed.

**TOPICS:**

**Section A – Foundations of Strategic Marketing**
- Foundations of Strategic Marketing Management
- Financial Aspects of Marketing
- Marketing Decision Making Process
- Developing Competitive Advantage and Strategic Focus
- Market Segmentation and Market Targeting
- Product and Service Strategy
- Pricing Strategy
- Strategic Issues in Distribution and Marketing Communication
- Strategic Marketing Formulation and the Control Process

**Section B – Theories in Strategic Marketing Research**
- General Theory Of Marketing Ethics
- Normative Theory Of Marketing
- The Marketing Theory Of 4Ps
- Resource Advantage Theory Of Competition
- Maslow’s Theory Of The Hierarchy Of Needs
- Theory Of Planned Behaviour
- Philip Kotler And Marketing 3.0
- The Commitment–Trust Theory In Relationship Marketing
- The Bucket Theory Of Marketing

**Section C – Perspectives in Strategic Marketing Research**
- Marketing Vs Market Vs Consumer Research
- Marketing And Technology
- Social Model Of Marketing
- Schools Of Thoughts In Marketing
- Ethnographic Research
- Behaviour Of Consumers, Purchase Intention
NEW BUSINESS VENTURE

Upon completion of this subject, students should be able to:
- Validate the value proposition, customer segment and go-to-market strategy.
- Recognize new business opportunities that exist in the marketplace.
- Obtain experiential learning in the process of testing and refining a business concept.
- Develop a feasible business plan.

LEARNING OUTCOMES:

TOPICS:

ENTREPRENEURIAL PROCESS
- Definition of entrepreneur
- Entrepreneurial personalities
- The entrepreneurial process
- Entrepreneurial motivation
- The framework

COMPONENTS OF A SUCCESSFUL NEW BUSINESS
- Competitive advantage
- The opportunity, customer needs, timing
- The entrepreneurs and the management team
- The resources

THE OPPORTUNITY
- Opportunity
- Creating opportunity
- Sources of opportunity
- Opportunity recognition
- Opportunity analysis plan
- Concept

EVALUATING NEW OPPORTUNITIES
- Evaluating entrepreneurial opportunities
- Conducting a feasibility analysis
- Industry and market feasibility analysis
- Product or service feasibility analysis
- Financial feasibility analysis
- Checklist for evaluating new ideas and ventures
- Attractive opportunities

MARKET ORIENTATION
- Definition of marketing orientation
- Marketing orientation components

NEW VENTURE TEAM
- Lead entrepreneur
- Hiring the right employees
- Building teams
- Filling the gaps
- Defining roles
- Peer group support

NEW VENTURE TEAM
- Lead entrepreneur
- Hiring the right employees
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- Defining roles
- Peer group support

VENTURE CAPITAL
- Venture capital
- Family and friends
- Venture capitalist
- Valuation methods
- Preferred stock
- Liquidation preference

OTHER FINANCIAL RESOURCES
- Financing the business
- Determining of financing
- Alternative sources of financing
- Entrepreneur/personal funds
- Debt or equity financing
- Banking relationship
- Internal sources
- Negotiation
- Inventory and warehousing pledges
- Government support programmes

MANAGING GROWTH
- Nature of firm growth
- Developing people in organisation
- Establishing joint ventures
- Developing partnerships
- Managing international operations
- Developing products
- Developing a brand and intellectual property rights