**PhD Program in Management  
College of Economics & Political Science  
Sultan Qaboos University**

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The Doctor of Philosophy (PhD) program in Management is the first program of its kind in Oman. In the pursuit of the strategic national development objectives, the program aims to align the research output with Oman Vision 2040. The goal of the program is to develop high-performing researchers who can work both independently and collaboratively leading teams in conducting research with significant social impact and policy implications. The first cohort of doctoral students was accepted in Fall 2021.

The program is benchmarked with internationally recognized universities in Western Europe and North America that offer similar degrees. The program places a special emphasis on the research proposals related to business strategies enabling organizational transformation, new themes in entrepreneurship, family business, organizational behavior, human resource management, and sustainability related management practices addressing environmental, social, and governance (ESG) issues. The program has a rigorous selection process that assesses candidates based on their probability to complete the degree successfully and become independent researchers. An experienced team of faculty members with a rich research profile supervises doctoral students.

In terms of learning outcomes, the program enables students to broaden and deepen their knowledge of research methods and conduct their own research while developing a set of portable and versatile professional skills. The program starts with a short taught component followed by a longer research period. Through their thesis, the research students will be able to demonstrate their skills in collecting and interpreting research data, and creating new knowledge. Doctoral students will learn how to analyze a range of data using a variety of qualitative and quantitative techniques and be able to describe theories underlying various approaches to management research. By the end of the program, doctoral students will know how to discern, define, and solve management problems using advanced research tools and methods. They are expected to be able to formulate policy implications from their research projects and communicate these to policymakers, practitioners, academics, and other stakeholders in a focused, coherent, and comprehensible manner through peer-reviewed journal publications.

Potential future careers for doctoral students include academic and organizational research for businesses and educational national and international organizations, teaching in institutions of higher learning, delivering research-based management consulting projects, and working for government organizations to support policymaking and regulatory functions. After graduation, doctoral students are expected to attain a deep understanding of contemporaneous management problems and be able to take the leading role in the relevant societal debates.

**2. Study Areas and Faculty Research Interests**

Currently the Department of Management offers research opportunities in the following major study fields:

1. Management and Organization (e.g., Organizational Behavior, Organization Theory, Organization Development and Change, Leadership, Team Management, Group Decision and Negotiation, Managerial Decision Making).

2. Strategic Management (e.g., Strategy Analysis and Choice, Strategies for Competitive Advantage, Analyzing a Firm’s Capabilities and Resources).

3. Human Resource Management (e.g., Compensation and Performance Management, Staffing, Employment Relations, Employee Training and Development).

4. Entrepreneurship and Innovation (Family Business, Managing Innovation, New Venture Creation, Social Entrepreneurship, Opportunity Identification and Evaluation, Small Business Management).

5. International Business and Management (Cross-cultural Management, International Human Resource Management, International Business Strategy, Intercultural negotiations).

6. Business Ethics, Corporate Social Responsibility, Governance, and Sustainability.

The following table provides brief information about our faculty and their research fields.

|  |  |
| --- | --- |
| Research Fields/Areas | Research Fields/Areas |
| Management and Organization | Dr. Said Al Riyami, Assistant Professor.  *MBA,USA and PhD in international Business Administration with a specialization in management (organizational behavior)*  *University of Texas at El Paso.*  [saidalriyami@squ.edu.om](mailto:saidalriyami@squ.edu.om)  Dr. Alexandre A. Bachkirov, Associate Professor.  *MA, Bournemouth University, U.K. and PhD in Management, Leeds University Business School, Leeds, UK.*  [alexbach@squ.edu.om](mailto:alexbach@squ.edu.om)  Dr Sharif N As-saber, Associate Professor.  *MBA (International Business), Monash University, PhD in International Business Strategy, University of Tasmania, Australia.*  [m.alsaber@squ.edu.om](mailto:m.alsaber@squ.edu.om)  Dr. Misida Al Jahwari, Assistant Professor.  *MBA, Victoria University, Australia and PhD in Management (Organizational Change) Aston University, Aston Business School, Birmingham, UK.*  [ida@squ.edu.om](mailto:ida@squ.edu.om)  Dr. Suhaila Al Hashmi, Assistant Professor.  *MBA, University of Bahrain and PhD, Napier University, Scotland, U.K*  [suhila@squ.edu.om](mailto:suhila@squ.edu.om)  Dr. Ramo Palalic, Assistant Professor.  *M.B.A. & Ph.D. International University of Sarajevo, Bosnia & Herzegovina.*  [r.palalic@squ.edu.om](mailto:r.palalic@squ.edu.om)  Dr. Mohammad R. Razzak, Assistant Professor.  *M.B.A. Southern Methodist University (SMU), Dallas, Texas and Ph.D. University of Malaya.*  [m.razzak@squ.edu.om](mailto:m.razzak@squ.edu.om)  Dr. Waheed Ali Umrani, Assistant Professor.  *MBA, University of Sindh, Jamshoro, Pakistan, and PhD in Management, Universiti Utara Malaysia*  [w.umrani@squ.edu.om](mailto:w.umrani@squ.edu.om) |
| Strategic Management | Dr Sharif N As-saber, Associate Professor.  *MBA (International Business), Monash University, PhD in International Business Strategy, University of Tasmania, Australia.*  [m.alsaber@squ.edu.om](mailto:m.alsaber@squ.edu.om)  Dr. Misida Al Jahwari, Assistant Professor.  *MBA, Victoria University, Australia and PhD in Management (Organizational Change) Aston University, Aston Business School, Birmingham, UK.*  [ida@squ.edu.om](mailto:ida@squ.edu.om)  Dr. Mohammad R. Razzak, Assistant Professor.  *M.B.A. Southern Methodist University (SMU), Dallas, Texas and Ph.D. University of Malaya.*  [m.razzak@squ.edu.om](mailto:m.razzak@squ.edu.om) |
| Human Resource Management | Dr. Misida Al Jahwari, Assistant Professor.  *MBA, Victoria University, Australia and PhD in Management (Organizational Change) Aston University, Aston Business School, Birmingham, UK.*  [ida@squ.edu.om](mailto:ida@squ.edu.om)  Dr Sharif N As-saber, Associate Professor.  *MBA (International Business), Monash University, PhD in International Business Strategy, University of Tasmania, Australia.*  [m.alsaber@squ.edu.om](mailto:m.alsaber@squ.edu.om)  Dr. Suhaila Al Hashmi, Assistant Professor.  *MBA, University of Bahrain and PhD, Napier University, Scotland, U.K*  [suhila@squ.edu.om](mailto:suhila@squ.edu.om)  Dr. Waheed Ali Umrani, Assistant Professor.  *MBA, University of Sindh, Jamshoro, Pakistan, and PhD in Management, Universiti Utara Malaysia*  [w.umrani@squ.edu.om](mailto:w.umrani@squ.edu.om) |
| Entrepreneurship and Innovation | Dr. Mohammad R. Razzak, Assistant Professor.  *M.B.A. Southern Methodist University (SMU), Dallas, Texas and Ph.D. University of Malaya.*  [m.razzak@squ.edu.om](mailto:m.razzak@squ.edu.om)  Dr. Ramo Palalic, Assistant Professor.  *M.B.A. & Ph.D. International University of Sarajevo, Bosnia & Herzegovina.*  [r.palalic@squ.edu.om](mailto:r.palalic@squ.edu.om)  Dr. Waheed Ali Umrani, Assistant Professor.  *MBA, University of Sindh, Jamshoro, Pakistan, and PhD in Management, Universiti Utara Malaysia*  [w.umrani@squ.edu.om](mailto:w.umrani@squ.edu.om) |
| International Business and Management | Dr. Said Al Riyami, Assistant Professor.  *MBA,USA and PhD in international Business Administration with a specialization in management (organizational behavior)*  *University of Texas at El Paso.*  [saidalriyami@squ.edu.om](mailto:saidalriyami@squ.edu.om)  Dr. Alexandre A. Bachkirov, Associate Professor.  *MA, Bournemouth University, U.K. and PhD in Management, Leeds University Business School, Leeds, UK.*  [alexbach@squ.edu.om](mailto:alexbach@squ.edu.om)  Dr Sharif N As-saber, Associate Professor.  *MBA (International Business), Monash University, PhD in International Business Strategy, University of Tasmania, Australia.*  [m.alsaber@squ.edu.om](mailto:m.alsaber@squ.edu.om)  Dr. Mohammad R. Razzak, Assistant Professor.  *M.B.A. Southern Methodist University (SMU), Dallas, Texas and Ph.D. University of Malaya.*  [m.razzak@squ.edu.om](mailto:m.razzak@squ.edu.om)  Dr. Ramo Palalic, Assistant Professor.  *M.B.A. & Ph.D. International University of Sarajevo, Bosnia & Herzegovina.*  [r.palalic@squ.edu.om](mailto:r.palalic@squ.edu.om) |
| Business Ethics, Corporate Social Responsibility, Governance, and Sustainability. | Dr. Said Al Riyami, Assistant Professor.  *MBA,USA and PhD in international Business Administration with a specialization in management (organizational behavior)*  *University of Texas at El Paso.*  [saidalriyami@squ.edu.om](mailto:saidalriyami@squ.edu.om)  Dr. Alexandre A. Bachkirov, Associate Professor.  *MA, Bournemouth University, U.K. and PhD in Management, Leeds University Business School, Leeds, UK.*  [alexbach@squ.edu.om](mailto:alexbach@squ.edu.om)  Dr Sharif N As-saber, Associate Professor.  *MBA (International Business), Monash University, PhD in International Business Strategy, University of Tasmania, Australia.*  [m.alsaber@squ.edu.om](mailto:m.alsaber@squ.edu.om)  Dr. Suhaila Al Hashmi, Assistant Professor.  *MBA, University of Bahrain and PhD, Napier University, Scotland, U.K*  [suhila@squ.edu.om](mailto:suhila@squ.edu.om)  Dr. Mohammad R. Razzak, Assistant Professor.  *M.B.A. Southern Methodist University (SMU), Dallas, Texas and Ph.D. University of Malaya.*  [m.razzak@squ.edu.om](mailto:m.razzak@squ.edu.om) |

**3. Duration of the Study**

The official study duration to earn a doctoral degree is 3 to 6 years, depending on the program and mode of study, counted from the date of registration in the first semester, as shown in the Study Plan below.

**Table 1. The Study Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **FULL-TIME** | | **PART-TIME** | |
| **Year** | **Activity** | **Year** | **Activity** |
| 1 | Course works (audit basis): Organization and Management Theory, Qualitative Research Methodology, and Quantitative Research Methodology.  **PhD Student Output:**   * active class participation * presentations on the assigned management publications   No later than the end of the third semester: upgrade report / oral examination  **PhD Student Output:**   * A complete research proposal (about 20K words) including the following sections: an introduction, a literature review / theoretical background leading to the formulation of hypotheses / research questions, and a methodology section. * Oral presentation of the proposal to an examination panel. | 1-2 | Course works (audit basis): Organization and Management Theory, Qualitative Research Methodology, and Quantitative Research Methodology.  **PhD Student Output:**   * active class participation * presentations on the assigned management publications   No later than the end of the fifth semester: upgrade report / oral examination  **PhD Student Output:**   * A complete research proposal (about 20K words) including the following sections: an introduction, a literature review / theoretical background leading to the formulation of hypotheses / research questions, and a methodology section. * Oral presentation of the proposal to an examination panel. |
| 2 | Work on the research project under the supervision of the thesis advisors.  **PhD Student Output:**   * A conference paper on the work in progress submitted to a Scopus-indexed conference. | 3-4 | Work on the research project under the supervision of the thesis advisors.  **PhD Student Output:**   * A conference paper on the work in progress submitted to a Scopus-indexed conference. |
| 3-4 | **PhD Student Output:**   * Second oral examination * Thesis production (word count: about 100 000) * Thesis defense | 5-6 | **PhD Student Output:**   * Second oral examination * Thesis production (word count: about 100 000) * Thesis defense |

**4. Required Courses**

Before deciding on the research proposal, a student is required to take and pass four courses (on an audit-basis) during the first year of study Management Theories, Quantitative Research Methods, and Qualitative Research Methods. Depending on the student’s research topic, the Postgraduate Program Coordinator and the student’s supervisor may suggest that the student takes one or two additional graduate level course(s) offered by the college. The descriptions of the three required courses are as follows:

**MNGT 8011 Organization and Management Theory**

This doctoral seminar explores fundamental aspects of organizations and organization theory. It covers various approaches to organizations and the institutional contexts within which they operate. Close attention will be given to innovation and differential organizational outcomes, and the role (and limits) of agency within the firm and in institutional contexts. It also discusses organization and management theory in the context of today’s society.

**MNGT 8012 Qualitative Research Methodology**

The course aims to train doctoral researchers in advanced research techniques and designs, which will help them to develop skills required for preparing the thesis proposal. Specifically, students will be able to acquire advanced qualitative research techniques in business, identify a research topic of interest, develop a research design, undertake data collection and analysis, write findings and conclusions and uphold the ethical and quality requirements of conducting PhD research.

**MNGT 8013 Quantitative Research Methodology**

Quantitative Research Methods aims to introduce students to research idea generation, and basic quantitative methods in business area for their dissertation. It helps students choosing dissertation topic, questions and facilitates all necessary quantitative methods that are required for that major piece of independent research as well as their future work in business area. The course seeks to acquaint students about the theoretical and methodological issues of measurement in social science. Also, students will learn and have experience in a variety of useful statistical packages used in social science research, including packages such as SPSS, AMOS, and so on.

**5. Admission Requirements and Selection Criteria**

**5.1 General requirements**

* A Bachelor’s Degree in any of the following fields: business management, economics, psychology, sociology, engineering, and mathematics from a recognized university.
* A Master’s-level degree (MBA, MSc, MA, etc.) in the field of business and management.
* A Master’s-level degree must be obtained from a recognized university or business school.
* A Master cumulative Grade Point Average of not less than 3.00 on a 4-point scale or equivalent in any other system and the Deanship of Postgraduate studies makes the assessment for equivalency acceptance.
* A resume showing the candidate’s qualifications, research interests, research experience, research publications, work experience, and skills.
* Two academic letters of reference confirming the competence in the discipline of interest and research capabilities.
* A research proposal must include the following section: title, abstract, six keywords, introduction including rationale/justification for the proposed research, theoretical background/ framework/perspective, literature review leading to the formulation of research questions and/or hypotheses, methodology, and expected implications of the proposed research for theory, research, practice and society as a whole. The format: APA 7th edition, font Times New Roman 12, line spacing 1.5, word count: no more 6000 words including references.
* A successful interview: a face-to-face interview for local applicants and an online interview for international applicants who are unable to attend the interview physically.
* English proficiency: Band 6.5 or higher in the academic International English Language Testing System (IELTS), with a score of not less than 6.5 in the reading and writing part.

**5.2 Additional requirements for Omani applicants**

* Omani applicants for the full-time mode must submit a release letter or a study leave from their employer, addressed to the dean of the postgraduate studies at SQU.
* Omani applicants for the part-time mode must submit a no-objection letter from their employer.
* Unemployed Omani applicants must submit a statement from the Ministry of Labor documenting the unemployment status of the applicant.

**6. Fees**

Current fees for a PhD program:

* Omani students: OMR 6000
* International students: OMR 7000

Fees are decided by the University authority and may change at any time.

**7. Enquiries/Contact Details**

Dr. Alexandre Anatolievich Bachkirov

Email: [alexbach@squ.edu.om](mailto:alexbach@squ.edu.om)

Tel. +968 24141847