

QF EHEA 3 <sup>rd</sup> cycle descriptors	SQF domain dimensions Level 8 (Doctoral studies)	EQF descriptor Knowledge Level 8 <i>Knowledge at the most advanced frontier of a field of work or study, and at the interface between fields</i>	EQF descriptor Skills Level 8 <i>The most advanced and specialised skills and techniques, including synthesis and evaluation, required to solve critical problems in research and/ or innovation, and to extend and redefine existing knowledge or professional practice.</i>	EQF descriptor Autonomy and Responsibility (Wider Competences) Level 8 <i>Demonstrate substantial authority, innovation, autonomy, scholarly and professional integrity and sustained commitment to the development of new ideas or processes at the forefront of work or study contexts, including research.</i>
I. Have demonstrated a systematic understanding of a field of study and mastery of the skills and methods of research associated with that field	<b>1. Knowledge and understanding</b>	Demonstrate and apply advanced systematic research-based knowledge and understanding of specialised past, current and emergent theories, principles and models in general business administration (discipline, subdisciplines and supporting disciplines), and more specifically in the chosen research field	Evidence of use of extant theories, principles and models related to business administration (discipline, subdisciplines and supporting disciplines), and more specifically in the chosen research field.  Evidence of an ability to develop or contribute to theory in business administration or in one of its specialised sub-disciplines or supporting disciplines.	Manifest a capacity to apply relevant theories, principles and models related to business administration (discipline, subdisciplines and supporting disciplines), and more specifically in the chosen research field.  Demonstrate the capacity to situate oneself within theoretical and current contexts of professional practice, to engage in such contexts, to contribute to that practice's continual growth, and, when necessary, to challenge accepted ideas and practices.
Subset 1.1	Theories, principles and models in business administration (discipline, subdisciplines and supporting disciplines), and in the research field	Demonstrate complete knowledge of general theories, principles, and models in business administration (discipline, subdisciplines and supporting disciplines).  Demonstrate world-class knowledge of general theories, principles, and models	Evidence of application of general theories, principles and models in business administration (discipline, subdisciplines and supporting disciplines).  Evidence to be able to choose, justify and use applicable theories, principles and models in the specific research field.  Evidence to be able to apply techniques and specialised know-how in the context of the doctorate.	Manifest the ability to evaluate and choose relevant theories, principles and models for specific situations related to business administration and in the context of the specific research field.  Manifest the ability to apply theory, principles and models of business administration in a range of contexts, and specifically from a research approach.  Manifest the ability to respond and react, as well as taking responsibility

		<p>in the chosen research field.</p> <p>Demonstrate knowledge of the relative value of general theories, principles and models in business administration, and more specifically in the chosen research field, when compared to one another.</p>		<p>through research, towards actual economic and managerial problems in the business administration context.</p> <p>Manifest an ability to show new insights into theory and an ownership of the extant theory, principles and models of the chosen research topic.</p>
Subset 1.2	Business administration environment, including its economic, industrial, corporate and social dimensions	Demonstrate knowledge and understanding of the main characteristics, challenges, opportunities and concerns related to economic, industrial, corporate and social phenomena involved in business administration.	Evidence to deal through research with the main characteristics, challenges, opportunities and concerns related to economic, industrial, corporate and social phenomena involved in business administration.	Manifest the ability to contribute through research and take responsibility for improving the management of economic, industrial, corporate and social phenomena involved in business administration.
Subset 1.3	Academic environment	Demonstrate knowledge and understanding of the main characteristics, concerns, requirements and procedures that define the academic environment in the context of the doctorate.	Evidence to face the requirements and be proficient to deal with the procedures and concerns of the academic environment in the context of the doctorate.	Manifest the ability to take responsibility and contribute to the academic environment through doctoral studies.
II. Have demonstrated the ability to conceive, design, implement and adapt a substantial process of research with scholarly integrity	<b>2. Research management</b>	Demonstrate knowledge about how to conceive, design, implement, and adapt research processes and projects with scholarly integrity and rigour	Evidence of abilities and skills on how to conceive, design, implement, and adapt research processes and projects with scholarly integrity and rigour	<p>Manifest mastery in the conception, design, implementation and adaptation of research processes and projects with scholarly and professional integrity and rigour.</p> <p>Exemplify the capacity to conceptualise, plan, and carry out research or innovation projects for the generation of new knowledge, applications, or understanding at the cutting edge of the discipline, demonstrating individual responsibility and autonomous initiative in professional or equivalent environments.</p>

Subset 2.1	Research project management	<p>Demonstrate knowledge of different research project calls and understand the application process.</p> <p>Demonstrate knowledge of how to organise research projects, the main aspects of project building and funding generation for research.</p> <p>Demonstrate knowledge on project management tools for planning, organising, checking progress, and evaluating and implementing the results of a research project.</p> <p>Demonstrate knowledge on the main aspects for reporting in research projects and strong result orientation.</p> <p>Demonstrate knowledge and understanding on the basic principles related to research project management in terms of time, people, financial, quality, conflict and risk management.</p>	<p>Evidence the ability to find research project calls and effectively apply them.</p> <p>Evidence of research project organisation, on the ability to effectively build projects and generate funds for research.</p> <p>Evidence of use of appropriate research project management tools, set targets and priorities, evaluate project outcomes, and organise work to meet deadlines in a research project.</p> <p>Evidence the ability to report and apply a strong orientation towards results in research projects.</p> <p>Evidence the ability to manage research projects stressing the organisation and facing issues related to time, people, finance, quality, conflict and risk.</p>	<p>Manifest the ability to seek research projects calls and effectively apply for them, proactively looking for research funds.</p> <p>Manifest responsibility for organisation of research projects in different roles, and to build projects and proactively achieve funds for research.</p> <p>Manifest proficiency for reporting, showing a strong orientation to results in research projects.</p> <p>Continuously seeking opportunities for addressing the effective design and implementation of plans, completing research projects timely and effectively.</p> <p>Manifest an ability to take responsibility for organising research projects, with proficiency to effectively manage time, people, finance, quality, conflict and risk in order to achieve successful research projects.</p>
Subset 2.2	Innovation management	<p>Demonstrate knowledge about how to manage innovation processes and change, understanding their implications and their need to achieve high level and ambitious research goals.</p> <p>Demonstrate knowledge about how to innovate.</p>	<p>Evidence the ability to manage innovation processes and change, achieving higher level and more ambitious research goals.</p> <p>Demonstrate ability to innovate.</p>	<p>Manifest awareness about the need of innovation and change, and ability to manage their related processes, in order to achieve higher level and more ambitious research goals.</p> <p>Manifest responsibility applying an innovative orientation in research.</p>

Subset 2.3	Leadership	Demonstrate knowledge and understanding on how to motivate collaborators, delegate and take responsibilities, and take the upper-hand within research groups.	Evidence of abilities to motivate collaborators, delegate and take responsibilities, and take the upper-hand within research groups.	Manifest responsibility to motivate collaborators, delegate and take responsibilities, and take the upper-hand within research groups.
Subset 2.4	Decision-making	<p>Demonstrate knowledge about the main concepts, models and theories related to decision-making, and the decision-making process in research.</p> <p>Demonstrate knowledge of problems, opportunities and challenges identification; how to provide viable and creative solutions; how to assess risk; and implementation keys in the research process.</p> <p>Demonstrate an understanding of the existence of incomplete information and the need of judgement and criteria in the research process under ethical principles.</p>	<p>Evidence of understanding and application of models, theories and concepts in the decision-making process in research.</p> <p>Evidence of identifying problems, opportunities and challenges, providing viable and creative solutions in research, and evaluating them.</p> <p>Evidence of developing critical thinking about the implications of decision-making in research, in terms of risks and responsibility.</p> <p>Evidence the ability of applying judgement and criteria, under ethical principles, given information limitations in the research process.</p>	<p>Manifest the responsibility to listen and understand different viewpoints, and cultural norms and use and share conflicting and overlapping interests from different perspectives within the research process.</p> <p>Manifest an understanding of information limitations and the ability to apply judgement and criteria in the research process under ethical principles.</p>
Subset 2.5	Teamwork	<p>Demonstrate a knowledge on how to work in research teams.</p> <p>Demonstrate a knowledge of how to collaborate, identify main research networks, develop and maintain a network of collaborators, and work in multicultural, global and interdisciplinary</p>	<p>Evidence of participation in research teams.</p> <p>Evidence of listening, sharing opinions and respectfully participating in discussion activities, use of feedback, and taking direction within research groups.</p> <p>Evidence abilities to collaborate, identify main research networks, develop and maintain a network of collaborators, and research in multicultural, global and interdisciplinary environments.</p>	<p>Manifest an ability to take responsibility for organising research teams.</p> <p>Manifest an ability to identify one's own and others' competences, roles, strengths and weaknesses with respect to teamwork, contribute constructively and respectfully in a structured team across disciplines, and take responsibility for own tasks, including leading in research groups.</p> <p>Manifest responsibilities in research groups involving collaborations,</p>

		environments of research.		identifying research networks, developing and maintaining networks of collaborators, and researching in multicultural, global and interdisciplinary environments.
III. Have made a contribution through original research that extends the frontier of knowledge by developing a substantial body of work, some of which merits national or international refereed publication	<b>3. Research and publication</b>	Demonstrate deep understanding of conditions and scholarly standards for developing and implementing a highly original and substantial body of research and/or creative work.	Evidence the ability of developing and implementing, autonomously, original research and/or ideas extending the frontier of knowledge and skills application by producing a substantial body of scholarly work as a written publication and/or a substantiated creative (set of) product(s) of which at least part merits national and/or international refereed publication and/or assessment.	Manifest the ability to develop new ideas and/or processes at the forefront of work or study contexts, including state-of-the art science, to address critical issues and complex problems and/or processes in professional and societal settings with integrity and sustained commitment.
Subset 3.1	Previous academic contributions in the research field	Demonstrate up-to-date knowledge of previous academic research and development, as well as the key aspects in the research field	Evidence the ability to identify and understand previous academic research and development, as well as the key aspects in the research field	Manifest mastery to evaluate previous studies and the state of the art in the research field.
Subset 3.2	Scientific watch	Demonstrate understanding about the need to be aware of the last contributions in research and the more innovative and new perspectives in the chosen research field.	Evidence the ability and initiative to develop an active scientific watch, being alert on the latest contributions and more innovative and new perspectives in the research field.	Manifest to be actively engaged in the scientific watch, in a proactive way and with initiative, to detect and implement the newest ideas and approaches in the research field.
Subset 3.3	Methodological approaches	Demonstrate knowledge and understanding of the main techniques, tools and methodologies applicable in the research field. Demonstrate knowledge in mathematical methods and modelling,	Evidence of fluency in a broad range of qualitative and quantitative methodologies appropriate for the research field. Evidence of fluency applying mathematical methods and modelling, statistical techniques, data collection and analysis. Evidence of mastery in at least one research method up to the highest standard in the field.	Manifest to acknowledge the existence of different viewpoints and approximations in order to collect and analyse data. Manifest mastery to use quantitative and/or qualitative methodologies appropriate for the research field. Manifest the ability to be adaptable, learn and apply new convenient research methodologies.

		statistics, data collection, and analysis.		
Subset 3.4	Information and communication technologies	Demonstrate knowledge of ICT tools, software packages, and solutions applicable to the collection and analysis of data.  Demonstrate knowledge of the new advances in ICT tools, software packages, and solutions applicable and adaptable to the chosen research field.	Evidence the ability to use ICT tools, software packages, and solutions in order to collect and analyse data.  Evidence the ability to be aware of the new advances in ICT tools, software packages, and solutions applicable and adaptable to the chosen research field.	Manifest proficiency to use ICT tools, software packages, and solutions in order to collect and analyse data.  Manifest awareness of the novelties and last tendencies in ICT tools, software packages, solutions applicable and adaptable to the chosen research field.
Subset 3.5	International dimension of research	Demonstrate knowledge of how the global research environment impacts the research process.	Evidence an ability to take into account the international dimension of research in business administration and aligned areas.	Manifest an awareness of the opportunities and challenges of the international dimension of research in business administration and aligned areas.
IV. Are capable of critical analysis, evaluation and synthesis of new and complex ideas	<b>4. Analysis, synthesising and problem identification and solving</b>	Demonstrate knowledge and understanding about how to use different theoretical and methodological approaches in order to identify, analyse, synthesise, contribute and advance in the chosen research field.	Evidence of application of suitable theoretical and methodological approaches in order to identify, analyse, synthesise, contribute and advance in the chosen research field.  Evidence the ability to gather and interpret relevant data for research.	Manifest a theoretical and methodological foundation to efficiently identify, analyse, synthesise, contribute and advance in the chosen research field.  Manifest an ability to critically gather, evaluate and interpret sources and data for research that include reflections on ethical, scientific and social issues.
Subset 4.1	Analysis, synthesise and contribute at a theoretical and practical level in the field of business administration research	Demonstrate knowledge and understanding about the relationships between previous studies, their key elements, and the voids and gaps in order to advance in the research field.  Demonstrate ability to collect, integrate and analyse diverse sources of information with scientific rigour, method, and under	Evidence to be able to conduct literature reviews, relate previous studies and determine gaps and voids, in order to advance in the research field.  Evidence to be able to collect, integrate and analyse diverse sources of information with scientific rigour, method, and under principles of safety and ethics.  Evidence to be able to integrate research results to provide new theoretical and practical contributions.	Manifest the analytical ability within the research field, in order to provide innovative contributions that allow it to go further in the research field.  Manifest proficiency to conduct evaluation of a research topic.  Manifest ability to organise information, knowledge, and data in a meaningful way, with scientific rigour, method, and under principles of safety and ethics.  Manifest mastery abilities to integrate research results to provide new theoretical and practical contributions.

		<p>principles of safety and ethics.</p> <p>Demonstrate knowledge and understanding to integrate research results to provide new theoretical and practical contributions.</p>		
Subset 4.2	Critical thinking	<p>Demonstrate knowledge and understanding about the value and benefits of effective questioning, considering previous studies, documentation and tools in the research field in an open-minded way.</p>	<p>Ability to connect prior knowledge with new ideas and concepts by effectively using and adapting what they know to new and complex contexts.</p> <p>Ability to question oneself.</p> <p>Ability to question previous studies, documentation and tools in the research field in an open-minded way.</p>	<p>Manifest ability to advance in the research field effectively relating and questioning what it is known.</p> <p>Manifest ability to critically evaluate sources, tools, documentation of previous research in an open-minded way.</p> <p>Question oneself in order to obtain better implications and results.</p>
Subset 4.3	Lateral thinking, creativity and capacity to anticipate	<p>Demonstrate knowledge and understanding about the value and benefits of thinking “out of the box”, with curiosity, creativity and originality, to anticipate implications and results.</p>	<p>Ability to think “out of the box”, being curious, creative and original, being able to anticipate implications and results.</p>	<p>Manifest curiosity and creativity to provide original solutions, “out of the box”, anticipating potential implication and results.</p> <p>Manifest novelty in approaches to research design.</p>
Subset 4.4	Complex problem management	<p>Demonstrate knowledge and understanding about how to identify and formulate problems, and how to translate them into research questions, propositions and hypotheses.</p> <p>Demonstrate knowledge and understanding about how to find efficient solutions with autonomy, rigour, pragmatism.</p> <p>Demonstrate knowledge and</p>	<p>Evidence the ability to identify and formulate problems, and translate them into research questions, propositions and hypotheses.</p> <p>Evidence the ability to find efficient solutions with autonomy, rigour, pragmatism.</p> <p>Evidence the ability to interpret the results with autonomy, rigour, clarity.</p>	<p>Manifest proficiency to identify and formulate problems, and translate them into research questions, propositions and hypotheses.</p> <p>Manifest proficiency to provide rigour and efficient solutions with autonomy and pragmatism.</p> <p>Manifest proficiency to interpret the results and provide implications with autonomy, rigour and clarity.</p>

		understanding on how to interpret the results with autonomy, rigour, clarity.		
V. Can communicate with their peers, the larger scholarly community and with society in general about their areas of expertise	<b>5. Communication and language</b>	<p>Demonstrate knowledge of how to structure and communicate results or ideas (oral, non-verbal, written, digital, graphic) in the academic field with peers, as well as with non-experts in the field, and for society in general.</p> <p>Demonstrate knowledge of how to critically appraise and evaluate sources of information.</p> <p>Demonstrate understanding on how to transmit specialised knowledge with pedagogy and being persuasive.</p>	<p>Evidence to apply suitable communication strategies in order to structure and communicate results or ideas (oral, non-verbal, written, digital, graphic) in the academic field with peers, as well as with non-experts in the field, and for society in general.</p> <p>Evidence to critically appraise and evaluate sources of information and data.</p> <p>Evidence to transmit specialised knowledge with pedagogy and being persuasive.</p>	<p>Manifest a responsibility for selecting suitable communication strategies in order to convey results or ideas effectively (oral, non-verbal, written, digital, graphic) in the academic field with peers, as well as with non-experts in the field, and for society in general.</p> <p>Manifest responsibility to autonomously appraise and evaluate sources and be accountable for information and data.</p> <p>Manifest mastery of communication tools with pedagogy and persuasion to transmit specialised knowledge.</p>
Subset 5.1	Oral communication	<p>Demonstrate knowledge of how to adapt, deliver and interact with different audiences, but especially within the academic community.</p>	<p>Evidence to apply suitable oral communication strategies relative to the message and target audiences, especially within the academic community.</p> <p>Demonstrate ability to communicate in both native language and English.</p>	<p>Manifest to autonomously identify, construct and deliver messages to different audiences, and especially within the academic community.</p> <p>Manifest capacity to address objections and questions in a suitable manner.</p> <p>Demonstrate ability to be an active listener taking into account diversity, empathy, ethical principles and tolerance.</p>
Subset 5.2	Written communication	<p>Demonstrate knowledge of how to formulate effective and clear written communication, especially considering the standards of academic writing, in both native language and English.</p>	<p>Evidence to adapt and convey written communication to different audiences, in both native language and English.</p> <p>Evidence to show mastery of written skills, especially considering the standards of academic writing.</p>	<p>Demonstrate capacity to autonomously formulate written communication to different audiences and in different media, especially those relevant for the academic community.</p> <p>Demonstrate responsibility to choose relevant communication tools relative to the message and</p>



				audience, especially within the academic community.
Subset 5.3	Digital and visual communication	<p>Demonstrate knowledge and understanding of suitable tools for digital and visual communication given the message and audience, especially within the academic community.</p> <p>Demonstrate knowledge of the digital platforms and software packages used in business research.</p>	<p>Evidence to apply appropriate digital and visual tools given the message and audience, especially within the academic community.</p> <p>Evidence the ability to use digital platforms and software packages appropriate for business research.</p>	<p>Demonstrate capacity to evaluate and choose appropriate digital and visual tools showing mastery of both, taking into consideration the audience, especially within the academic community.</p> <p>Manifest an ability to integrate data analysed using digital platforms and software packages with other sources of information in order to achieve an effective communication of research results</p>
VI. Can be expected to be able to promote, within academic and professional contexts, technological, social or cultural advancement in a knowledge based society	<b>6. Continuous learning and development</b>	<p>Demonstrate deep understanding of best strategies to promote, share and discuss effectively new technical, social-economic and cultural insights in once work environment and related context(s), with the aim to contribute to the knowledge-based society, taking into account societal challenges, such as gender equality, intercultural issues, political and governance awareness, decision making, and sustainable development.</p>	<p>Evidence the use of strategic means to promote, share and discuss effectively science based technological and societal developments, which are at the forefront of knowledge, taking the welfare of the workplace and society at large as its reference.</p>	<p>Manifest continuous personal and professional development at the most advanced level of knowledge resulting from state-of-the-art knowledge and/or (creative) thinking, in individual, team-based and societal settings by initiating, organising, managing and evaluating activities to contribute to a knowledge-based society as well as welfare of society.</p>
Subset 6.1	Continuous learning	<p>Demonstrate knowledge and understanding of the need for continuous learning from an academic and scientific approach.</p>	<p>Evidence an ability to identify a suitable range of continuous learning.</p>	<p>Manifest an ability to plan for continuous professional and academic development over an extended timeframe.</p>

Subset 6.2	Self-leadership	Demonstrate knowledge and understanding of personal responsibility for research career growth.	Evidence of an ability to identify one's strengths and weaknesses relative to the research career.	<p>Manifest an ability to address the requirements of the research career development.</p> <p>Manifest an ability to act in a reflexive manner relative to one's own research abilities.</p>
Subset 6.3	Valorisation, transfer and promotion	Demonstrate knowledge about how to promote research, valorise research, look for business opportunities and transfer research results into economic, managerial, corporate, and social contexts.	Evidence an ability and initiative to promote research, valorise research, looking for ways to link research with business opportunities, and transferring research results into economic, managerial, corporate and social contexts.	<p>Manifest an active engagement in research promotion and valorisation, fostering an entrepreneurial profile, that allows to initiate business projects.</p> <p>Manifest an active engagement in transferring research results into economic, managerial, corporate and social contexts.</p>
Subset 6.4	Societal challenges	Demonstrate knowledge and understanding on the relevance of societal challenges, including equality, intercultural issues, political and governance awareness and sustainability issues, among others, as directors of the research process and its transfer to society.	Evidence abilities to integrate societal challenges into the research activity, including equality, intercultural issues, political and governance awareness and sustainability issues, among others, as directors of the research process and its transfer to society.	Manifest an ability to proactively integrate societal challenges into the research activity, including equality, intercultural issues, political and governance awareness and sustainability issues, among others, as directors of the research process and its transfer to society.