



# William Howard Taft — U n i v e r s i t y —

*The W. Edwards Deming School of Business*

## Doctor of Business Administration (D.B.A.) Program

REV. 5-2010

### CATALOG SUPPLEMENT

(A Non-Resident Independent Study Degree Program)

*The University's School of Business is dedicated to the memory of W. Edwards Deming (1900-93), a consultant and academic scholar recognized as the father of the total quality management movement and a proponent of life-long learning.*

This catalog supplement should be carefully reviewed in conjunction with the University's *General Catalog* by individuals considering application to the *D.B.A.* program. Additional catalog supplements are available for other University degree programs.

Any questions on the information contained in this catalog supplement should be directed to the Admissions Office at the address or telephone numbers below:

**William Howard Taft University**  
600 South Cherry Street, Suite 525  
Denver, Colorado 80246

(877) 894-TAFT (8238)  
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**William Howard Taft**  
— U n i v e r s i t y —

## Message from the President

*The Doctorate of Business Administration Program* (sometimes referred to as the *Program*) is the result of a growing demand, world-wide, for a directed independent study doctorate program to meet the needs of managers by combining the theoretical and practical aspects of operating a business. The *Program* is designed for mid or senior managers for immediate application to their professional duties. It examines business leadership through the eyes of those who are charged with leading their business through the challenges of the future.



Courses in the *Program* have an element that ties the course content to specific business activities. Upon completion of the *Program* students will:

- Gain a broad understanding of academic business theory.
- Develop critical thinking skills by applying the course content to the challenges faced by managers on a regular basis.
- Be able to develop a vision for the future direction of the business.
- Effectively gather, consolidate, and lead appropriate resources necessary to accomplish the business's goals.

We have endeavored to bring experienced faculty to guide you through the process and bring their personal experiences and insights to the learning experience.

The distance learning format is not for everyone. It requires self-discipline, motivation, and good time management. The *Program* is rigorous and will demand hard work. The professional rewards will be significant.

William Howard Taft University recognizes adults have work, family, community, and personal obligations. The advantage to this distance learning program is flexibility of time and workload. You work independently, guided by your faculty mentor, and complete your assignments at your own pace.

For more information, I invite you to contact our Admissions Office should you have any questions.

***Jerry Alley***  
***President***



## The Doctor of Business Administration (DBA) Program

### OVERVIEW OF THE PROGRAM

The Doctor of Business Administration Program is a practical, directed independent study program which emphasizes course work in business leadership and management. It requires no classroom or seminar attendance. The *Program* is of particular interest to mid and senior managers who desire high level education in the theoretical and practical aspects of operating a business. It focuses on how business is conducted in the United States but is open to students from Asia, Europe, and the Middle East who wish to operate a business in the United States or conduct business with U.S. firms and would benefit from a better understanding of U.S. business operations.

### LEARNING OUTCOMES

Graduates of the program will emulate the following characteristics and behaviors:

**Business and Management/Administration:** Students will demonstrate application of advanced knowledge in the legal, theoretical, and practical aspects of operating a business.

**Ethics and Social Responsibility:** Students will demonstrate the ability to evaluate complex business ethical issues and related legal issues. Students will gain knowledge and appreciation for making socially responsible and environmentally sustainable choices when designing and implementing business strategy.

**Collaboration and Communication:** Students will demonstrate the ability to communicate effectively in a variety of modalities. Students will demonstrate an advanced understanding of how to effectively manage individuals and teams in the business environment through application of contemporary leadership theories and concepts.

**Organizational Effectiveness and Problem Solving:** Through advanced studies in strategic planning, marketing, organizational design, negotiations, and dispute settlement, students will demonstrate an understanding of the concepts involved in business-related problems and how to make appropriate decisions and recommendations based on sound reasoning and analysis.



### PRESENTATION

The *Program* is presented utilizing a directed independent study learning modality.

Shortly after enrollment in the *Program*, the student in collaboration with administration or a faculty member agrees on a plan for the completion of the degree requirements. The plan will include a projected timetable for completion of the *Program*, selection of electives, and communications with faculty and staff. While the plan is flexible and can be modified in the future, experience has shown this type of planning increases the student's probability of success.

Students have the option of concluding the *Program* with a traditional dissertation or the preparation of a Major Practical Project (MPP). Examples of an acceptable MPP would be a comprehensive business plan for a new business venture, a recommendation for a new product line based upon market research conducted by the student or an analysis of, and recommendation for, opening a new geographic market.

Students are enrolled in one course at a time. Each course in the *Program* contains a series of lesson assignments generally consisting of assigned reading and research/writing projects. Certain courses require business research fieldwork. Students are required to interview and evaluate individuals and analyze business opportunities. For example, a student may need to discuss the potential with a supervisor to gain that person's perspective on developing a recommendation for a new marketing thrust.



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Some courses will have *Professional Development Projects* that connect the theory of the course to the student's work environment. These can become the basis for the student's *Dissertation/Major Practical Project*.

The University believes evidence of computer literacy is required to earn a credible doctorate degree in any discipline. Technology also plays an important part in a student's ability to submit assignments, communicate with administration, faculty, and fellow students. Accordingly, all students must have access to a computer with the minimum specifications set forth in the University's General Catalog. Students are not expected to be computer experts. However, all students must have a working knowledge of Microsoft Windows®, Microsoft Word®, access to the Internet, and e-mail.



### ADVANTAGES AND DISADVANTAGES OF INDEPENDENT STUDY

The advantages to independent study are obvious - flexibility in the study schedule, the ability to complete coursework from almost anywhere in the world, and the ability to interact with instructors and students with common interests from all regions of the United States and many foreign countries. However, independent study education is not the best alternative for all students. While there are exceptions and every individual is different, experience has shown certain personal attributes are often helpful or detrimental in the successful completion of distance learning courses.

Students who have been successful in independent study programs often have many of the following attributes:

- Are good at prioritizing tasks and often get things done ahead of time without being reminded and, as a result, are excellent time managers;
- Are highly motivated;
- Recognize independent study is an alternative means to achieve educational goals – not an “easy way” to achieve such goals;
- Have a strong desire to complete their educational goal.

Because students won't be sitting in a classroom on a regular basis and won't have an instructor or classmates nearby to remind them of assignments, a student must be fairly self-directed and conscientious about completing assignments to succeed in the *Program*. As with all things in life, the greater the motivation to do something, the greater the chance of success.

Individuals who possess the following attributes **may not** be a good candidate for an independent study program:

- Students who strongly prefer face-to-face interaction with instructors and classmates;
- Students who find classroom discussion is almost always helpful;
- Students who need feedback from their instructor immediately and often;
- Students with poor self-discipline and planning skills.

The first three points are not possible in our directed independent study modality. The flexibility that makes this type of program attractive to many students requires greater self-discipline and planning than in a traditional classroom program where the timing of the course is predetermined. While the University will assist the student in preparing a study plan, a student must exercise self-discipline in the completion of the degree requirements.

***Commitment and self-discipline are the keys to success.*** No applicant will be admitted to the *Program* unless the University believes they have the academic ability to succeed. However, the degree of commitment and self-discipline cannot always be accurately assessed at the time of admission.



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### ADMISSION POLICIES AND REQUIREMENTS

A Master's degree from an accredited institution is generally required for admission. In the context of this statement, "accredited" for institutions within the United States requires they be a member of an accrediting body recognized by the United States Department of Education. Applicants with earned degrees from institutions outside the United States must obtain an evaluation from an approved evaluation service documenting that their education is equivalent to a master's degree from an accredited institution in the United States.

An applicant may be conditionally admitted into the *Program* based on a completed *Application for Admission* form, student copies of transcripts reflecting the applicant's highest relevant degree, documentation of the applicant's professional work experience, and the receipt of two completed *Doctoral Applicant Reference Forms*. Official copies of all relevant college level credits received directly from the institution of origin will be required within 60 days of enrollment.

While current professional work experience is not a condition of admission to the *Program*, applicants do need to provide evidence of any previous professional work experience prior to formal admission.

The vast majority of the *Program's* applicants are mature adults working in a variety of professional settings. Many have not attended college for several years. Consequently, prior class rank and grade point average are not significant factors in the admission process.

Applicants who do not possess a degree from a postsecondary institution where English is the principal language of instruction must receive a minimum score of 550 on the paper based Test of English as a Foreign Language (TOEFL) Examination. (213 on the computer based examination.)

### TRANSFER CREDIT AND CREDIT BASED UPON EXPERIENTIAL LEARNING

The acceptance of transfer credits between academic institutions lies within the discretion of the receiving college or university. Credits earned at William Howard Taft University may or may not be accepted by another institution depending upon its own programs, policies, and regulations.

Transfer credit is limited to 15% of the total doctoral credits required to complete the degree (9 units). The courses considered for transfer must be equivalent in both content and degree level.

No credit may be awarded for experiential learning (Portfolio Credit) in this program.

### DEGREE REQUIREMENTS

To earn the Doctor of Business Administration degree a student must complete the courses outlined in the Curriculum section of this *Catalog Supplement* in good academic standing, pass the Qualifying and Comprehensive Examinations, and present a successful oral defense of the dissertation or MPP. (The degree is not awarded until the student has incorporated all recommendations of the dissertation committee and presented the University with two bound copies.)

The requirements may be completed in as little as 27 months. All requirements must be completed within seven years from the date of initial enrollment.

### FACULTY

The University employs faculty qualified to undertake the level of instruction or course development that they are assigned. They possess degrees or credentials appropriate to the degree program and level they teach. A complete listing of faculty and their qualifications is set forth in a separate *Catalog Supplement*.

### HOW TO ENROLL

To apply for admission to the *Program*, an applicant must complete the University's *Application for Admission* form and mail it to the Admissions Office with a check in the amount of \$100.00. This application fee may also be paid online. It is not necessary to submit official transcripts of prior college work at the time of application. All applicants must include a résumé or vita, and the *Doctoral Application Reference* forms, at the time of application.

Applications are generally reviewed weekly. Should additional information be required the applicant will be contacted. If the applicant is accepted for admission to the *Program*, an *Enrollment Commitment* form will be



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prepared and sent to the applicant. At the time the commitment material and the \$100.00 commitment fee are received by the Admissions Office, a formal *Enrollment Agreement* will be prepared and sent to the applicant for review and signature. Matriculation becomes effective on the first day of each month.

Official transcripts of previous degrees will be required within 60 days of conditional acceptance to the program.

Applicants are encouraged to call the Admissions Office if there are any questions regarding enrollment procedures.

### INCOME TAX DEDUCTIBILITY

Educational expenses are generally deductible (even if they lead to a degree) if the education that is undertaken maintains or improves a skill required by the individual in the individual's employment or meets the express requirements of the individual's employer. Accordingly, tuition, fees, and materials for this *Program* should generally be tax deductible as itemized deductions for students employed as educators. Employer-paid educational expenses related to an employee's employment are not treated as taxable income to the employee. Applicants and students are encouraged to contact their professional tax advisor to ascertain the income tax ramifications in their specific circumstances.

### FINANCIAL INFORMATION

#### Tuition

Tuition is billed at the rate of \$420.00 per month during the term of enrollment. The obligation of students to pay tuition shall continue until the *earliest* of the following events:

- satisfaction of all degree requirements;
- 48 billing months (four years);
- withdrawal from the *Program*;
- academic dismissal from the *Program*.

#### Registration and Orientation Fee

This one-time fee of \$150.00 is charged at the time of a student's initial enrollment and is related to the costs associated with setting-up the student's file and developing a Degree Completion Plan.

#### Continuation Fee

If students have not completed all degree requirements after four full years of active enrollment in the *Program*, in lieu of tuition, they will be assessed a continuation fee of \$125.00 per month for the balance of the enrollment period or until they have satisfied all degree requirements.

#### Payment Options

Students may pay any of the above fees by check, Visa®, MasterCard®, American Express®, or Check.

### FEE SCHEDULE

Application Fee	\$100.00
Registration and Orientation Fee	\$150.00
Enrollment Commitment Fee <i>(Applies Only to Matriculating Students)</i>	\$100.00
Dissertation Defense Fee <i>(Payable when the Oral Defense is scheduled)</i>	\$450.00
Dissertation Fee <i>(Payable after the Oral Defense)</i>	\$350.00
Graduation Check/Diploma Fee	\$75.00
Transcript Fee <i>(Two Provided at No Cost)</i>	\$10.00
Late Payment Fee <i>(Returned Check/Declined Credit Card/ACH Per Item)</i>	\$25.00
Withdrawal Processing Fee <i>(Applicable to withdrawing students only)</i>	\$100.00
Non-Resident Surcharge (Per Month) <i>(Applies Only to Students Residing Outside of the United States)</i>	\$25.00

The cost of books and materials, other than each course syllabus, is not included in the tuition. Most books and materials may be purchased at local colleges, retail bookstores, directly from publishers or over the Internet. The cost is estimated to average approximately \$150.00 per course.

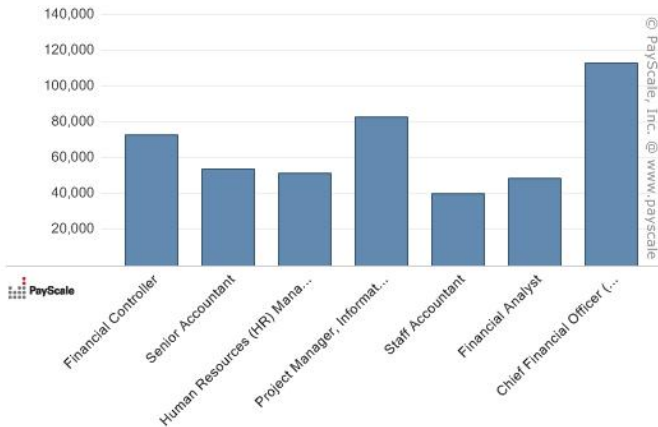
#### Employer Acceptance/Tuition Reimbursement

The University will provide reasonable documentation to students seeking tuition reimbursement from their employer. However, if employer acceptance or tuition reimbursement is a material consideration, the University recommends applicants ascertain the policy of their employer prior to enrollment.



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Salary.com, *www.salary.com*, uses a number of calculators to predict salary potential. Top executives in the United States are some of the highest paid in the world and can earn hundreds of thousands, up to millions of dollars per year.



In general, the outlook for employees who have business degrees is outstanding because when looking for managers and supervisors, most companies prefer to promote employees who have degrees. This is because the degree provides a wide variety of business skills that can be used in a variety of areas throughout a company.

### Financial Aid/Loan Deferrals/Grants

Current information on financial aid is set forth on the University's website. Enrollment in the *Program* will generally qualify students for payment deferrals on existing federally insured student loans. Applicants seeking deferrals on existing student loans should check with their lenders prior to enrollment.

### Academic Integrity

Academic integrity is fundamental to every facet of the scholarly process and is expected of every student in the University in all academic undertakings. Integrity involves firm adherence to academic honesty and to ethical conduct consistent with values based on standards that respect the intellectual efforts of both one's self and others.

Ensuring integrity in academic work is a joint enterprise involving both faculty and students.

Among the most important goals of graduate education are maintaining an environment of academic integrity and instilling in students a lifelong commitment to academic honesty that is fundamental to good scholarship. These goals are best achieved as a result of effective dialogue between students and teaching faculty regarding academic integrity and by the examples of members of the academic community whose intellectual accomplishments demonstrate sensitivity to the nuances of ethical conduct in scholarly work.

Standards of academic honesty are violated whenever a student engages in any action that jeopardizes the integrity of scholarly work. Such actions include cheating on any examination, the intentional and deliberate misuse of data in order to draw conclusions that may not be warranted by the evidence, fabrication of data, omission or concealment of conflicting data for the purpose of misleading other scholars; use of another's words, ideas, or creative productions without citation in either the text or in footnotes; paraphrasing or summarizing another's material in a way to misrepresent the author's intentions; and use of privileged material or unpublished work without permission.

### Evaluation of Assignments Submitted By Students

Assignments are submitted by students directly to faculty members via the online learning platform. The faculty member is expected to respond to assignments lessons and issue a grade with five days of receipt.

### The Oral Defense

The oral defense of the dissertation is scheduled at the mutual convenience of the student and the three faculty committee members. (All committee members must be available.)

It is expected that the committee members have a considerable amount of time (up to 6 weeks) to review the final dissertation document and prepare for the defense discussion. The student is expected to present a 30 to 45 minute PowerPoint® presentation that includes the student's rationale for selection of the topic, a brief explanation of the Statement of the Problem, an explanation of the research methodology, a summary of the results of the research, and recommendations for further research and a plan for using the research results.



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Following the presentation, the committee will have the opportunity to ask questions and discuss any issues that might have been raised in the presentation. The students and committee members may have guests attend the oral defense. Guests will only be in attendance as observers and do not enter into the discussion of the research. The oral defense is an opportunity for the student to display the knowledge gained as a result of doing the research and to confidently present that information in an organized manner. It is also an opportunity to make recommendations for further research not covered in the document. The oral defense may take place in the offices of the University, or via video conferencing technology.

### ANSWERS TO THE MOST FREQUENTLY ASKED QUESTIONS

#### **1. Q. How long does it take to complete the Program?**

**A.** The minimum completion time for the *Program* is 27 months. Since all courses are self-paced, the number of weeks necessary to complete a course may vary considerably based on the amount of time per week a student devotes to study and the professional experience of the student. Students are officially enrolled in one course at a time. Students may not complete the first course in less than one and one-half months from the date of initial enrollment. Thereafter, a student may complete one course for every one and one-half months of cumulative enrollment. (e.g. a student who enrolled on January 1st could submit three courses by May 15th or four courses by July 1st, etc.) The above examples demonstrate minimum completion schedules. Experience has shown that the average student will progress at a slower pace. It is expected the average completion time of the *Program* will approximate 48 months. All degree requirements must be satisfied within seven years from the date of initial enrollment.

#### **2. Q. I'm employed by a large international corporation and have no interest in small or developing businesses. Is this the right D.B.A. Program for me?**

**A.** Yes, the focus of the *Program* relates to the goals, objectives, concerns, and problems of businesses of all sizes and is designed for existing, or aspiring, managers.

#### **3. Q. What is the Degree Completion Plan?**

**A.** Shortly after enrollment in the *Program*, the student in collaboration with administration or a faculty member

will agree on a plan for the completion of the *Program* including a tentative selection of electives and a discussion of time management. The main purpose of the *Degree Completion Plan* (DCP) is to help the doctoral student establish learning goals while maximizing their personal time management. Experience has shown one of the biggest challenges faced by students when embarking on a distance learning program is the proper management of time and self-discipline. The DCP will assist the student by planning a method of study, which can be followed up to the time of the Dissertation or MPP.

While the plan can be modified in the future, experience has shown this type of planning increases the student's probability of overall success in the *Program*.

#### **4. Q. Will I be required to attend seminars or other classroom instruction?**

**A.** No.

#### **5. Q. What are "qualifying courses"?**

**A.** The first three courses in the curriculum are known as qualifying courses. A student must successfully complete these courses and take and pass a Qualifying Examination before they proceed on to the core and elective courses. The Qualifying Examination is a three hour proctored test that covers material covered in the qualifying courses.

#### **6. Q. How many hours does it take to complete a course?**

**A.** The amount of time it will take an individual to complete a given course will vary depending upon the background of the individual. For most individuals the amount of time necessary to complete a course will approximate the amount of time students in a classroom program covering the same subject.

#### **7. Q. In terms of educational quality, is DETC accreditation equivalent to regional accreditation?**

**A.** Yes, the official at the United States Department of Education responsible for the recognition of accrediting bodies has written that recognition granted by the Secretary of Education to DETC is "identical" to regional accrediting bodies. We can provide employers or other interested parties with a copy of this letter. The Council on Higher Education Accreditation (CHEA) holds a similar view.



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**8. Q. Does the University recommend a minimum number of years of occupational experience in education before commencing the Program?**

**A.** Yes, it is recommended that an applicant have a minimum of five years of management or entrepreneurial experience before enrolling. The *Program* emphasizes real world experience in business settings. Therefore, those with related experience will find the coursework very relevant. Without such experience, students may find it more difficult to relate the coursework to their business settings.

**9. Q. How soon can I get started?**

**A.** The *Program* utilizes an open enrollment policy. Accordingly, students may commence study on the first day of any month. Approved applicants may, after payment of the Enrollment Commitment Fee, delay enrollment for a maximum of six months. If an approved applicant has not enrolled within six months of acceptance, a new application will be required.



### CURRICULUM

Students are required to complete the courses in good academic standing, pass both Qualifying and Comprehensive Examinations, and present a successful oral defense of the dissertation.

**Total units required for graduation = 60**

Qualifying Courses (10 Units)	Unit Value
BUS602 Business Research	4
BUS603 Strategic Planning and Implementation	3
MKT603 Problems & Methods in Marketing Management	3
Core Courses (20 Units)	
MGT607 Organizational Design	3
MGT605 Leadership Theory and Practice	3
FIN602 Designing Economic Business Strategies	3
HMR605 Corporate Social Responsibility and Ethics	3
MKT605 Marketing Research for Managerial Decision Making	3
BLW602 Business Law	4
BUS700 Comprehensive Exam	1
Elective Courses (Select 15 Units - 5 courses)	
BLW607 Legal Environment for Managing Employees	3
BUS605 Global Strategic Management	3
BUS606 Negotiations and Dispute Settlement	3
FIN603 Conceptual Foundations of Accounting & Finance	3
FIN604 Global Economy	3
HMR606 Management of Organizations	3
MGT603 Leadership Solutions for Innovation, Change, and Decision Making	3
MGT604 Global Business Practices and Challenges	3
MGT609 Executive Leadership	3
MKT604 International Marketing	3
MKT606 Competitive Analysis and Strategy	3
Dissertation or Major Practical Project (15 Units)	
BUS701 Dissertation/MPP Proposal	3
BUS702 Dissertation	12
BUS703 Major Practical Project	12



## The Doctor of Business Administration (DBA) Program

### COURSE DESCRIPTIONS

#### Qualifying Courses

##### **BUS602 Business Research (4 Units)**

A fundamental key to successful management is information. Knowing what information is needed, when it is needed, how to collect it, and how to interpret it can be the critical process to success. More than basic decision making research; managers should be able demonstrate the capacity to add unique knowledge to the national body of knowledge of business. This course will focus on practical theory and processes that managers can use to assist in the decision making matrix. It will also provide the foundation for developing the practical projects of each course and the program. The process will include analyzing the information, evaluating the results, and developing a strategy that leadership can implement.

**Prerequisites:** None.

##### **BUS603 Strategic Planning and Implementation (3 Units)**

This course focuses on the key role of management – strategic planning. This course explores the process of looking at the broad view of strategic planning and bringing the plan to fruition through effective leadership. The manager must have both the vision, and the skill of implementation to be effective.

**Prerequisites:** None.

##### **MKT603 Problems and Methods in Marketing Management (3 Units)**

This course focuses on how managers identify, resolve, and manage marketing related problems from a management perspective. The course looks at marketing issues from a corporate global perspective as do managers with an eye to the interrelationships marketing decisions will have on the entire business.

**Prerequisites:** None.

#### Core Courses

**Prerequisites:** Successful Completion of all Qualifying Courses and the Qualifying Examination.

##### **MGT607 Organizational Design (3 Units)**

A key to business success is building an organization that meets the market and business philosophy. Managers are constantly watching and adjusting their organizations. This course will provide insights on how to build, change, and organize business structures.

**Prerequisites:** Completion of Qualifying Courses.

##### **MGT 605 Leadership Theory and Practice (3 Units)**

This course offers a balanced coverage of concepts, methods, and uses of managerial accounting with a strong emphasis on management issues. The principal course objective is to help the DBA student focus on concepts and managerial uses of accounting information, rather than the techniques of cost accounting.

**Prerequisites:** Completion of Qualifying Courses.

##### **FIN602 Designing Economic Business Strategies (3 Units)**

Most managers have been developing budgets and looking at the business financial structure. Managers need a broader perspective so they can raise additional capital for expansion, plan for economic shifts in the national or world economy, and insure financial stability for the entire business entity. This course will explore these and other related topics.

**Prerequisites:** Completion of Qualifying Courses.

##### **HMR605 Foundations of Corporate Social Responsibility and Ethics (3 Units)**

The old concept of laissez-faire in business is a thing of the past. Businesses are under pressure from any sectors. One of them is corporate social responsibility and ethics. This course explores the definition of these terms, how the concepts have evolved over the recent decades, and how managers must incorporate them as part of their business operations.

**Prerequisites:** Completion of Qualifying Courses.



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### **MKT605 Marketing Research for Managerial Decision Making** (3 Units)

Research is commonly looked at as a marketing tool and this course is a marketing course. The course goes beyond the basic marketing decision making process and identifies processes that managers must use including knowing what questions to ask, being able to identify which issues are critical, and bringing the right resources together to analyze and recommend the best solutions.

**Prerequisites:** Completion of Qualifying Courses.

### **BLW602 Business Law** (4 Units)

Everything a manager does will have legal implications for the business. Personnel, contracts, product liability, international trade, taxes, and financial development are some of the key areas. This course explores the critical areas of business law with a focus on providing managers with enough knowledge to know how to avoid the obvious legal problems and when to bring in the legal experts.

**Prerequisites:** Completion of Qualifying Courses.

### **BUS700 Comprehensive Examination** (1 Unit)

This proctored examination, which can be taken anytime between the completion of the core courses and the Dissertation or Major Practical Project Proposal, is designed to measure a student's knowledge and understanding of the curriculum content that has been covered in the Program. Students must pass the examination prior to beginning the Dissertation or Major Practical Project Proposal.

**Prerequisites:** Completion of Qualifying Courses.

### **Dissertation or Major Practical Project Courses**

#### **BUS701 Dissertation or Major Practical Project Proposal** (3 Units)

This course will walk students through the organization and design of a formal proposal including a substantive research topic of original work. An accepted proposal constitutes the framework for the dissertation or the Major Practical Project.

**Prerequisites:** Successful Completion of the Comprehensive Examination (BUS700).

#### **BUS702 Dissertation** (12 Units)

The successful completion of a dissertation results in a quality research effort, documented and written following the guidelines of the most current edition of the Publication Manual of the American Psychological Association. It includes an oral defense consisting of a PowerPoint presentation presented to the student's dissertation committee, and written in a format ready for publication.

**Prerequisites:** Approval of Proposal (BUS701).

#### **BUS703 Major Practical Project** (12 Units)

The Major Practical Project (MPP) is an option for those who prefer to do a project related to their professional life. MPPs are no less structured or time consuming than a dissertation. Dissertations generally focus on significant research while the MPP deals with some specific problem or challenge the student's business is dealing with.

**Prerequisites:** Approval of Proposal (BUS701).

### **Elective Courses**

#### **BLW607 Legal Environment for Managing Employees** (3 Units)

The leadership role in human resources management is full of legal pot holes. This course would benefit human resources managers who need to understand the role of managers in the dealing with the complex world of legal employee management.

**Prerequisites:** Completion of Qualifying Courses.

#### **BUS 605 Global Strategic Management** (3 Units)

Managing a global business is much different than a U.S. business. This course delves into how managers, as part of the decision making process, investigate and integrate knowledge about social and business cultures, management techniques, and local government regulations as part of how to manage their international business units.

**Prerequisites:** Completion of Qualifying Courses.



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### **BUS606 Negotiations and Dispute Settlement**

(3 Units)

Negotiations and dispute settlement are part of every business. Negotiations can be with suppliers, distributors, employees, or foreign governments. This course provides managers with theory and philosophy of negotiations and dispute resolution so they can provide a total organization policy on how their employees are to operate in these situations.

**Prerequisites:** Completion of Qualifying Courses.

### **FIN603 Conceptual Foundations of Accounting & Finance**

(3 Units)

Part of the financial role of managers is to lead the organization with the best financial program possible. In order to do that, managers must have a basic understanding of the accounting and finance role in the broad scope of business leadership. This course will provide a conceptual foundation for effective financial planning.

**Prerequisites:** Completion of Qualifying Courses.

### **FIN604 Global Economy**

(3 Units)

This course will be useful for managers who are, or will be, exploring international trade. The course focuses on the philosophies and actual operations of different foreign economic models. Using this knowledge will improve the decision making process for making the international move.

**Prerequisites:** Completion of Qualifying Courses.

### **HMR606 Management of Organizations**

(3 Units)

This course investigates the more specific aspects of organizational management. It will provide insights in the techniques that managers can utilize to improve employee performance and job satisfaction.

**Prerequisites:** Completion of Qualifying Courses.

### **MGT603 Leadership Solutions for Innovation, Change, and Decision Making**

(3 Units)

One of the most difficult tasks of any manager is implementing change. In reality, some of the best change can come from the ranks. Managers must know how to bring the ideas for change to the surface, organize them, and then present them in a manner that encourages the employees to adopt them. The course will explore techniques to help maximize this process.

**Prerequisites:** Completion of Qualifying Courses.

### **MGT604 Global Business Practices and Challenges**

(3 Units)

Global or international business is a hot topic. Most businesses know they must join the globalization process but many don't know how. This course will provide insights on how managers can begin to develop international business projects by knowing how to do it and knowing some of the downside issues.

**Prerequisites:** Completion of Qualifying Courses.

### **MGT609 Executive Leadership**

(3 Units)

Managers and leaders do things very differently and it is important to understand that difference. This course will investigate the difference between management and executive leadership. This course will look at how executive leaders look at issues from a different perspective than other management levels.

**Prerequisites:** Completion of Qualifying Courses.

### **MKT604 International Marketing**

(3 Units)

International marketing in the context of this course is the process of making leadership decisions in the international business world that will benefit the corporation. The manager has many issues to consider when moving into foreign markets starting with the questions "should we," "if so, where," and "what's in it for us." Additional considerations include legal, financial, and organizational impact.

**Prerequisites:** Completion of Qualifying Courses.

### **MKT606 Competitive Analysis and Strategy**

(3 Units)

Dealing with competition is fundamental to operating a business. This course demonstrates how managers must be able to look at the competitive environment. It includes a more sophisticated perspective on how to recognize the value of competitors, how competitive decisions can have both positive and negative consequences, and how to lead the business to gain competitive positions.

**Prerequisites:** Completion of Qualifying Courses.