

COLLEGE OF MANAGEMENT

DOCTOR ^{OF} BUSINESS ADMINISTRATION



DBA

HANDBOOK

Preface

This document describes the policies and procedures that govern the Doctorate of Business Administration (DBA) program. It defines the criteria for admission to the program, the curriculum, the comprehensive examinations, the preparation and defense of the doctoral dissertation and the administrative processes that govern the program.

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Lawrence Technological University is accredited by the Higher Learning Commission and is a member of the North Central Association. The College of Management has business accreditation from IACBE and ACBSP.

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DOCTORATE OF BUSINESS ADMINISTRATION

1.0 Introduction

The Doctor of Business Administration (DBA) degree at Lawrence Technological University (LTU) is an intensive, practitioner-scholar program designed to develop leaders who can think strategically and act decisively in today's global environment.

The DBA program provides students with a unique blend of theory and practice. The program equips students with the knowledge, skills and qualities that tomorrow's leaders need to address the multi-dimensional challenges they will confront from accelerating global economic forces, rapidly changing technologies, work force diversity, conflicting value systems and from the demographic, political and structural changes occurring in the world economy.

Students in the DBA program master basic principles, core theories, fundamental concepts, and advanced research techniques. Students develop the skills and acquire the tools necessary to review literature critically, to conduct independent qualitative and quantitative research, and to engage in scholarly writing. They also acquire practical experience in using these tools to resolve a variety of issues confronting the modern global organization. Graduates of the DBA program are thoroughly prepared for exciting and productive leadership roles in business, government, civil society and university teaching.

The DBA is a cohort program. Students normally take four scheduled classes throughout the year. Classes meet four times a semester on Friday evenings and the following Saturdays. Students complete and submit assignments and interact with the professor and fellow students on-line between class meetings. Coursework is normally completed in three years, and the entire program, including the dissertation, can typically be completed in four to four and one half years. A maximum of seven years is allowed to complete the DBA program.

2.0 Fields of Study

The DBA program offers courses in two fields. The core field consists of courses that integrate the disciplines of leadership, organizational development and change, information technology, international economics, finance, marketing and institutional strategies and structures. The research methodologies field consists of coursework in qualitative, quantitative, multi-method and dissertation research that thoroughly prepare the student to conduct independent research.

Core Coursework: (24 Credit Hours)

1. Advanced Leadership Theory and Practice: Creating Strategic Leaders
2. Global Organization Development, Transformation and Leading Organizational Change
3. Strategic Management Information Systems and Design
4. Global Economic Theories: Trade and Systems
5. Financial Valuations and Strategies
6. Global Marketing: Strategy, Structures and Systems
7. Institutions: Strategies, Structures and Systems
8. Advanced Topics in Business Administration

Research Methodologies Coursework: (12 Credit Hours)

1. Introduction to Inquiry and Research Methodology
2. Qualitative Research Design and Techniques
3. Quantitative Research Design and Techniques
4. Business Modeling and Analytical Techniques

The Core Courses

The eight core courses cover the major fields of business. The coursework broadens and deepens the student's awareness and understanding of the economic, financial, competitive, political, ethical and social issues confronting today's organizations. Students acquire the analytical tools, leadership skills and practical knowledge needed to address these issues successfully in a fast-paced, global environment. Students learn how to lead the transformation of their organizations to meet the challenges of the 21st Century.

DBA 8013 Advanced Leadership Theory and Practice: Creating Strategic Leaders

This course introduces students to 21st Century strategic leaders and organization change makers. The course integrates the theory and practice of effectively leading organizations in a constantly changing world. Students study leadership models that help transform organizations for sustained business growth. Through the research, the

importance of critical leadership skills is reinforced to help students in the progression of their personal and professional leadership development. The course includes a variety of application-based techniques that reinforce successful leadership and management practices used in today's leading organizations.

DBA 8023 Global Economic Theories: Trade and Systems

Globalization has dramatically increased the economic, political, social and cultural interdependence among nations. This course provides students with the theoretical and institutional knowledge needed to understand the multi-faceted impacts of globalization, competing economic systems, international institutions, global politics and diverse cultures on organizational performance. The course examines the impacts of public policies on private decision making. Patterns of global trade, investment, and financial flows are analyzed. International institutions that play a key role in global economic integration are studied. Case studies are utilized from developed and developing economies to illustrate the multitude of issues business organizations face in a dynamic world economy.

DBA 8033 Institutions: Strategies, Structures and Systems

Society and its economic, political, social and spiritual institutions are essential to material well being, human progress, sustainable development and intergenerational equity. This course explores the strategies, structures, systems and values that sustain these institutions. It explores their impacts on society, and the interrelationships among these institutions that determine modern society's ability to meet growing demands for goods and services, safety and security, environmental preservation and social justice.

The course traces the development of the private market system and the public sector, and examines their respective roles in allocating society's limited resources to meet its multiple goals. It examines the development of the publicly-held corporation, the separation of ownership and management, and the need for effective governance structures to ensure that these institutions operate with integrity, fiscal soundness and in the long-term interests of their stakeholders and society at large.

DBA 8043 Global Marketing: Strategy, Structures and Systems

Profitable growth from product innovation and promotion is necessary to remain competitive in today's global markets. This course analyzes strategic marketing processes, industry structures, competitive environments, and the process of continuous innovation. Qualitative tools are introduced to help students determine a company's mission and goals. Quantitative tools are used to determine a company's core capabilities, and to identify strategic opportunities to improve its long-term competitive position. Students complete a market assessment and prepare a plan for launching a new product or service.

DBA 8053 Financial Valuations and Strategies

This course provides students with an in-depth examination of both corporate and public financial management systems, policies and practices. It analyzes the impacts of global financial institutions on business and not-for-profit organizations. Students examine the role of money and global capital markets from the perspectives of financial and risk management strategies. Quantitative tools, techniques, and the technology of modern financial markets are examined as they pertain to money and capital markets. The emphasis is on the theory and practice of financial decision making to maximize the organization's short- and long-term financial performance.

DBA 8063 Strategic Management of Information Systems and Designs

This course prepares leaders to anticipate and evaluate the political, economic and social impacts of technology on the organization. Students examine the strategic relationships among information technologies and systems and organizational performance. The role of technology is examined in the context of identifying and enhancing distinctive competencies that will enable the organization to create and sustain competitive advantage. The management of innovation and technology, and the transfer of knowledge within global organizations and among nations are also covered.

DBA 8073 Global Organization Development, Transformation and Leading Organizational Change

Organizations and their external environments are constantly changing at exponential pace. It is important for the leaders of business, government, non-profit and civil organizations to understand the fundamental nature of these changes, their impacts on organizational success, and how to lead their organizations through periods of rapid change successfully. This course provides the conceptual frameworks and tools leaders need to orchestrate organizational change. Leading theories and models of organizational development, transformation and change are presented. Students explore case studies of organizational and global change that involve methods of discovery, envisioning, process design, experience as learning, and effective implementation. Students complete a change leadership self-assessment of their strengths and competencies to effectively lead change, a critical review of change methods, and a proposal to lead a change initiative within an organization.

Advanced Topics in Business Administration

The content and structure of this course varies to reflect current issues and challenges affecting leadership, management and organizational performance. The prior seven core courses provide the theories, principles and tools that are applied to critical leadership and management issues.

The Research Methodologies Courses

The research methodologies courses cover the methods, techniques, notations, and computer-based tools needed to conduct critical inquiry, undertake defensible research, and to test the validity of research findings. The coursework also covers the requirements for completing the doctoral proposal and dissertation. It provides students with the statistical and analytical tools needed to conduct the independent, scholarly research that underlies the dissertation.

DBA 7013 Introduction to Inquiry & Research Methodology

This course differentiates between inductive and deductive research, and between qualitative and quantitative research methods. It prepares students for doctoral level research, culminating in the dissertation.

The preparation for doctoral research includes identifying pertinent research topics, critiquing research hypotheses and designs, and writing and disseminating the dissertation. The philosophy of the dissertation and its requirements are covered in this course. The expectations for substantive doctoral level inquiry that makes a contribution to the practice of business administration are also defined. Practical issues of choosing a dissertation committee and understanding the roles and responsibilities of the members of the committee; of conducting a critical literature review; of writing and defending the dissertation proposal; and of writing and successfully defending the dissertation are thoroughly addressed in this course.

DBA 7023 Qualitative Research Design and Techniques

Qualitative research techniques have proven to be viable and valid forms of inquiry as researchers have entered fields that include complex human systems and multiple human perspectives. Qualitative research techniques that are examined include: action research, ethno methodology, grounded theory building, phenomenological inquiry, case studies and participative research.

This course includes crafting research statements of purpose and questions attending to the larger pragmatic and theoretical contexts that shape them. It includes designing qualitative research proposals, interviewing, and collecting, analyzing interpreting and reporting qualitative data. A variety of qualitative inquiry theoretical orientations and their practical applications are explored. Research mapping and the evaluation of qualitative research articles and studies are also covered in this course.

DBA 7033 Quantitative Research Design and Techniques

This course provides the basic fundamentals of quantitative research methods. It provides students with a solid grounding in business statistics and probability, survey analysis and in the non-parametric statistical techniques that are used to interpret surveys. Analysis of

Variance techniques, valuable to the completion of the dissertation research, are also addressed.

Coursework includes the development of a population sample and survey in an area of interest to the student. The student will utilize the survey to prepare a report and analyze the implications of the findings. The course also demonstrates how qualitative methods can be used in multi-method research to provide a more balanced research design. This analytical approach is continued in the Business Modeling and Analytical Techniques course.

DBA 7043 Business Modeling and Analytical Techniques

This course covers business modeling, correlation analysis, time series analysis, various regression techniques, and multivariate analysis. The concept of seasonality and how it is factored into forecasting is emphasized. Students undertake a forecast of product revenues, sales volumes, or other data relevant to their area of primary business interest. Econometric forecasting can be undertaken by students with strong economic or financial interests. Decision trees and other quantitative techniques are also discussed. Multi-method techniques are utilized to broaden the relevance and increase the rigor of the research.

The integration of the various statistical techniques learned in this course into a “live” situation demonstrates how these techniques are used in the business world to reveal and resolve a variety of practical business issues.

3.0 Criteria for Admission

Admission to the DBA program is highly competitive. Fulfilling the minimum qualifications does not assure admission. Admission is granted to candidates deemed most likely to complete and benefit from the program. The final decision on admission is based on a comprehensive assessment of the applicant’s overall qualifications and commitment to the program.

Requirements for admission to the DBA program include:

- A master’s degree or equivalent in business administration from an accredited college or university with a GPA of 3.3 or higher. Students with an out-of-field master’s degree must, prior to admission, complete graduate-level coursework in areas fundamental to succeeding in the DBA program. This may include coursework in Accounting, Management, Marketing, International Business, Management of Information Systems, Operations Management, Finance, and Strategic Management.
- An acceptable score on the GMAT. An acceptable score is not quantified, but is determined in light of the applicant’s total qualifications. All applicants must submit a GMAT score.

- Five years of managerial experience in a corporate, government or non-profit organization. This requirement does not apply to educators, or to applicants who want a DBA degree to pursue careers in higher education.
- An acceptable score on the TOEFL or IELTS for students whose native language is not English. A score of 550 on the written TOEFL, 213 on the computerized TOEFL or 79 on the Internet TOEFL is acceptable. The minimum acceptable score on the IELTS is 7.0. The TOEFL/IELTS requirement is waived for international students who have earned a degree from an accredited U.S. university.
- Three professional letters of recommendation.
- A typed statement of purpose (500 words or less) that states the applicant's academic and professional interests; how the applicant will benefit from the DBA program professionally and personally; the applicant's strengths and qualities that will enable him/her to complete a rigorous doctoral program; and the specific reasons for choosing LTU.
- A professional resume.
- An Admissions Interview. Applicants who have submitted all of the required documentation, and who meet all of the criteria for admission may be invited to LTU for an interview with the Program Director and select faculty members. The interview is required before a candidate can be admitted to the program. The interview provides the candidate with an opportunity to demonstrate that he/she has the skills, support and commitment to complete the DBA program successfully. It also provides the applicant an opportunity to obtain clarification about any aspect of the program.

Applicants who have exceptional merit but who do not meet all of the criteria for admission may be admitted to the program. Applicants who meet the admission requirements, but whose supporting documentation is incomplete (e.g. official academic transcripts) may be admitted conditionally.

4.0 Steps in the DBA Program

The DBA program has three major components: Coursework; Comprehensive Examinations and the Dissertation. Each component requires a different set of analytical, writing and research skills that are required for a doctoral degree. Successful completion of the coursework therefore does not assure passing the comprehensive examinations, and passing the comprehensive examinations does not assure completing the dissertation. Experience shows that not all candidates successfully complete all of the requirements for the doctorate degree.

The basic steps in completing the DBA Program include:

Apply for Admission

Submit an application containing the following items (Transcripts, GMAT and TOEFEL scores and letters of recommendation must be submitted to the University directly from the institution or reference.):

- Completed application form
- Professional resume
- Statement of purpose
- Official university transcripts (undergraduate and graduate)
- Three professional letters of recommendation
- GMAT score
- TOEFL score
- Admission Interview

Complete Coursework (36 credit hours)

Complete 36 credit hours of coursework, consisting of 24 credit hours of core courses and 12 credit hours of research methodologies courses.

Pass Comprehensive Examinations

Pass written comprehensive examinations upon completion of all coursework.

Complete and Defend the Doctoral Dissertation (24 credit hours)

- Select a Chair and members for the Dissertation Committee
- Obtain approval of the Program Director
- Develop and successfully defend the dissertation proposal
- Complete and successfully defend the doctoral dissertation
- Apply for graduation

5.0 Academic Advisors

Upon acceptance to the program, the student will be assigned an academic advisor who will assist and advise the student with all aspects of the program through the completion of the comprehensive examinations. The role of the academic advisor ends when the Dissertation Chair is selected.

6.0 Comprehensive Examinations

The Comprehensive Examinations assess the ability of students to integrate, synthesize and apply theories, concepts and methodologies from the coursework to complex, multi-dimensional business and organizational issues. A student is eligible to take the written

comprehensive examinations after completing all coursework in both fields with a cumulative GPA of 3.0 or better.

The comprehensive examinations are multi-part, written examinations taken over two days that cover all coursework. Students must pass all parts of the examinations. A student who does not pass any part of the comprehensive examinations must retake and pass a written examination of the failed part(s) within 12 months to continue in the program.

At the discretion of the examiner, the student may take an oral re-examination. Passing the oral re-examination constitutes passing the examination. A student who fails the oral re-examination is required to re-take a written examination.

7.0 Doctoral Dissertation

Dissertation Committee

The student who has completed all coursework in both fields with a cumulative GPA of 3.0 or higher, and who has passed all parts of the comprehensive examinations may proceed to convene a Dissertation Committee. Students who must re-take any part of the comprehensive examinations cannot convene a Dissertation Committee until they have successfully passed all parts of the comprehensive examinations.

The Dissertation Committee must have a minimum of three members.

The Chair of the Dissertation Committee must possess a relevant doctoral degree; have expertise in the field selected for the dissertation, and be a full-time, faculty member in the College of Management at Lawrence Technological University. The Chair of the Dissertation Committee is responsible for directing the research, and for guiding the preparation, submission and defense of the dissertation.

The second member of the Dissertation Committee must hold a relevant doctoral degree; have expertise in the field selected for the dissertation, and be a full-time or adjunct faculty member in one of the colleges at Lawrence Technological University; or be a full-time faculty member at an accredited university.

The third member of the Dissertation Committee must hold a relevant master degree or higher, and possess expertise and practical knowledge in the field selected for the dissertation. It is preferable that the third member of the Dissertation Committee be associated with the organization where the student is conducting research or with an organization where the findings of the research might be applied.

In some cases, the Dissertation Committee may include a fourth member. A fourth member must possess a relevant doctoral degree and have expertise in the field selected for the dissertation.

The student is responsible for convening the Dissertation Committee, and for completing and submitting the Dissertation Committee form to the director of the DBA program. The student must identify and obtain the written consent of each Dissertation Committee member on this form. A brief resume must be provided for any committee member who is not a member of the LTU faculty.

All members of the Dissertation Committee must be approved by the Chair and the Director of the DBA program.

The number of dissertation committees on which any faculty member may serve may be limited by the Director of the DBA program to ensure the quality of the dissertation supervision.

The student, in consultation with the Chair, and with the recommendation of the Chair and the approval of the Director of the DBA program, will select a replacement committee member in the event a member of the Dissertation Committee can no longer serve on the committee.

Because the structure and content of doctoral dissertations in a DBA program can vary considerably, exceptions to the above policies may be made upon a written recommendation from the Chair and the approval of the Director of the DBA program.

Dissertation

The DBA doctoral dissertation is directed at identifying and resolving practical organizational issues that have broad implications for business and society. It demonstrates the student's knowledge of the field, and ability to conduct independent scholarly research, to think critically, and to write effectively. The doctoral dissertation is expected to make a contribution to the field of study. Contributions may include, among others, novel approaches to organizational issues; the generation and utilization of new data sets for addressing organizational issues; innovative applications of existing theory; application of theory, principles and concepts to new issues; and original multi-disciplinary approaches to complex issues.

All doctoral students in the College of Management may attend the Dissertation Proposal Workshops offered twice a year. There is no tuition for the workshops and doctoral students in any cohort can attend the workshops when and as often as they wish. The workshops cover the requirements, expectations and procedures for completing the doctoral dissertation; the requirements and techniques for conducting the literature search; the requirements and components of a viable dissertation proposal; and the selection of appropriate research methodologies for the dissertation.

The student who has completed all coursework with a cumulative GPA of 3.0 or higher, who has passed the comprehensive examinations, and who has convened a Dissertation Committee and submitted the Dissertation Committee form may register for the first Dissertation Course (three credit hours). The student will develop and defend a dissertation proposal to the Dissertation Committee in this first course. The dissertation

proposal must plan a course of research that will yield findings that have a practical application. The proposal must demonstrate that the research will have the rigor and sophistication expected of doctoral-level work, and that it will make a contribution to the field of study.

Following acceptance of the dissertation proposal by the Committee, the student must register for an additional 21 credit hours of dissertation research. This research generally consists of at least six hours of dissertation credits during each of the next three terms, and three hours of credit during the last term in which the dissertation is completed.

Students will receive a grade of In Progress (IP)/Pass (P) or Incomplete (I) for each dissertation course for which they register. A student must receive a grade of IP to register for the next dissertation course(s). Students, at the discretion of the Chair, may continue the dissertation research after receiving a grade of Incomplete. Upon the successful defense of the dissertation, all grades are changed to Pass.

Upon preliminary approval of the dissertation by the Dissertation Committee, the Chair will schedule the Dissertation Defense (the Viva Voce). All members of the Dissertation Committee must attend the dissertation defense.

The student will prepare and distribute copies of the dissertation to the members of the Dissertation Committee and to the DBA Program Director at least three weeks prior to the scheduled defense. A bound copy of the final dissertation must be provided to the LTU library.

All members of the Dissertation Committee and the DBA Program Director must approve the dissertation for the DBA degree to be conferred upon the candidate.

Candidates must complete all requirements for the DBA degree, including the defense of the doctoral dissertation, within seven calendar years following the first DBA course attended.

8.0 Program of Study

A total of 60 credit hours must be completed for the DBA Program, as follows:

Core courses	24 credit hours
Research Methodologies courses	12 credit hours
Dissertation courses	24 credit hours
Total	60 credit hours

Unless coursework has been transferred, students must take 60 credit hours to satisfy the requirements of the DBA program. At least 48 of these credit hours must be earned at Lawrence Technological University.

A transfer credit may be given for a doctoral level course completed by the student. A maximum of 12 credit hours of coursework may be transferred upon petition to the DBA

Program Committee. Transfer credits are allowed only for courses from accredited institutions with a grade of B or higher.

Research Methodologies courses may also be waived subject to a maximum total of 12 credit hours of waived and transferred credits. DBA core courses cannot be waived. Students must take an alternative graduate course in place of the waived course to meet the Program and/or University requirements.

Course schedules are provided for the entire three years of coursework for each cohort to help students plan and coordinate their educational, professional and personal commitments. It must be recognized, however, that schedules this far in advance are necessarily subject to change. Students will be given as much advance notice as possible for any changes in the schedules.

9.0 Performance Standards

Students must maintain a cumulative GPA of 3.0 or higher for courses taken at LTU to remain in good standing. Students with GPA's below 3.0 will be placed on academic probation. Students may also be placed on academic probation for excessive absences. Students who do not meet the terms of the academic probation will not be allowed to continue in the program. Students who fail any course must repeat that course.

10.0 Residency Requirements

Unless otherwise permitted, each student must enroll for and successfully complete a minimum of 12 credit hours of coursework in an academic year, which includes the summer term.

All students must successfully complete all coursework, comprehensive examinations and the dissertation defense within a maximum of seven years after commencing the program. Students may petition for additional time to complete the program under extraordinary circumstances.

The DBA Program Committee must approve all exceptions to these rules.

11.0 Program Governance

The Director of the DBA Program is responsible for administering the program in accordance with all policies and procedures approved by the DBA Program Committee.

The DBA Program Committee is responsible for determining the policies and procedures for the program. The responsibilities of the Program Committee include:

Approving the composition of the program committee.

Establishing policies and procedures for the program.

Providing oversight of admissions, curriculum, academic performance, comprehensive examinations, and the doctoral dissertation.

Reviewing student petitions, reinstatement, and instances of academic dishonesty.

Engaging in continuous assessment of the program.

Acting on issues referred to it.

Performing other duties directed by the Office of the Dean, College of Management.

12.0 Program Compliance

Failure to comply with the rules in the Graduate Catalog, the DBA Program Handbook, and other policy statements issued by the Director of the DBA Program will result in sanctions ranging from disallowing credit to dismissal from the program. Students may request exceptions to the published policies and procedures by filing a proper petition with the Program Director.