Doctor of Business Administration

Liberty University
School of Business

Program Handbook
2020-2021

1971 University Boulevard
Lynchburg, VA 24515-2269
434-582-2000

29 July 2020

<h1 style="text-align:center">Preface</h1>

This document describes the policies and procedures used to regulate the Doctor of Business Administration program. The University reserves the right to make necessary changes without further notice. The regulations, courses, personnel, and costs listed herein are subject to change after publication of this bulletin through established procedures. In such cases, the University will attempt to communicate these changes to all students, faculty, and staff through written means. It is IMPORTANT that each student familiarize himself with the regulations set forth in this Catalog and assumes his proper responsibilities concerning them.

School of Business Online Dean

Dr. Anita Satterlee

DBA Program Director

Dr. Edward Moore, Director of Doctoral Programs

DBA Program Committee

Dr. Edward Moore, Faculty, Director of Doctoral Programs
Dr. Nicole Lowes, Faculty, Research Methodologist
Dr. Alexander Averin, Faculty, Online Chair

Contents

Liberty University Statement of Mission and Purpose

Maintaining the vision of the founder, Dr. Jerry Falwell, Liberty University develops Christ centered men and women with the values, knowledge, and skills essential to impact the world.

Through its residential and online programs, the University educates men and women who will make important contributions to their workplaces and communities, follow their chosen vocations as callings to glorify God, and fulfill the Great Commission.

Liberty University will:

1. Emphasize excellence in teaching and learning.
2. Foster university-level competencies in communication, critical thinking, information literacy, and mathematics in all undergraduate programs.
3. Ensure competency in scholarship, research, and professional communication in all graduate programs.
4. Promote the synthesis of academic knowledge and Christian worldview in order that there might be a maturing of spiritual, intellectual, social and physical value-driven behavior.
5. Enable students to engage in a major field of study in career-focused disciplines built on a solid foundation in the liberal arts.
6. Promote an understanding of the Western tradition and the diverse elements of American cultural history, especially the importance of the individual in maintaining democratic and free market processes.
7. Contribute to a knowledge and understanding of other cultures and of international events.
8. Encourage a commitment to the Christian life, one of personal integrity, sensitivity to the needs of others, social responsibility and active communication of the Christian faith, and, as it is lived out, a life that leads people to Jesus Christ as the Lord of the universe and their own personal Savior.

Liberty University Statement on Worldview

Liberty University embraces a worldview that is both historically Christian and biblical, and that underlies the very concept and origins of the university. We hold that God exists and is the source of all things, all truth, all knowledge, all value, and all wisdom. We hold that God has created an orderly universe according to His design and purpose and for His glory, and that He has created human beings in His image. God is actively at work in the world and history, governing them according to His ultimate purpose. From these foundational principles, it follows that truth exists and that there is a standard of right and wrong. We hold that all of creation is fallen as a result of human sin. Finally, we hold that God has revealed Himself and His ways in the natural created order, in history, in the Bible, and supremely in Jesus Christ. God in love and through the sacrificial work of Jesus Christ is redeeming humans and the entire created order.

At Liberty University, students receive an education that integrates this Christian and biblical worldview. Students trained with this worldview perspective will be equipped with a rational framework for understanding and interpreting reality, for comprehending the meaning of life and the value of humans and things, for making decisions and engaging in meaningful action, for studying the various academic disciplines, and for understanding the interconnectedness of all knowledge.

DBA Program Purpose

Students pursuing the Doctorate of Business Administration (DBA) will gain knowledge skills in the discipline of business administration in specific cognate areas that can be applied in current and future leadership roles.

DBA Program Mission

To provide an opportunity for qualified students to attain academic, professional, and practical competence within the Biblical Worldview to prepare them for opportunities, and corresponding additional responsibilities, beyond the master's degree level. The DBA program emphasizes practical and real-world applications in both the course work and the research project requirements.

DBA Program Vision

The DBA program intends to produce graduates with intellectual and professional characteristics deemed valuable by organizational leadership. These characteristics include the ability to:

1. defend arguments based on theories, concepts and empirical evidence in matters relating to research methodology and research design as well as those relating to the business disciplinary domain in which the research is located [relates to PLO 1,2, &3];
2. demonstrate the capacity for reflective and analytical business thinking [relates to PLO 1,3];
3. draw together relevant concepts and theories from different business disciplines in order to gain a better understanding of the organizational context in which particular problems or opportunities arise [relates to PLO 1,3];
4. analyze problems and issues arising in business and management contexts, utilizing relevant theories, concepts, and empirical findings [relates to PLO 1,2,3];
5. identify and analyze questions and issues in business [relates to PLO 2]; and
6. design, implement, and successfully conclude empirical research projects [relates to PLO 1, 2, & 3].
7. Each of the above will be considered in light of biblical principles, and be integrated within the Biblical Worldview [relates to PLO4]

DBA Program Learning Outcomes

1. Evaluate current theoretical and applied research in business administration.
2. Recommend qualitative and quantitative analysis methods to perform effective business research.
3. Recommend solutions for the improvement of business and organizational practice based upon research, knowledge of the literature, and best practices.
4. Integrate a Christian Worldview into business functions.

Program Focus and Differentiation

Doctor of Business Administration (DBA) programs focus on research and the practical application of theory and knowledge to specific business problems. While they also prepare graduates for academic careers, a DBA program, with its focus on the application of theory and knowledge in business settings, is more geared towards business professionals.

PhD programs in business focus on conducting academic research, such as the development of new theory and knowledge in business and other related business fields. While they also prepare graduates for high level business careers, a Business PhD program, with its focus on academic research and the development of theory and knowledge, is more geared towards academic professionals.

Both the DBA and Ph.D. are considered terminal degrees in Business and have the following in common:

*   Rigorous courses of study
*   Significant emphasis on research
*   Development of a research concept
*   Development and presentation of a major doctoral research project

DBA programs are considered professional doctorates. Professional doctoral degrees are designed for working professionals although individuals may pursue the education profession. Many professional doctoral candidates have significant real world experience and / or are currently working in their professional fields. For this reason, the research in DBA programs tends to be very business problem focused. The research approach for professional doctoral programs is the "engaged scholarship" model that focuses on topics at the intersection of theory and contemporary business issues.

DBA Admission Requirements

Applicants to all graduate programs are required to have access to the Internet, e-mail service, and proficiency with word processing software.

Applicants to graduate programs at Liberty University are assessed according to aptitude for graduate level work. Applicants are considered without regard to race, color, gender, national or ethnic origin, age, disability, or status as a veteran or disabled veteran. The school maintains its

Christian character, but does not discriminate on the basis of religion except to the extent that applicable law respects its right to act in furtherance of its religious objectives.

Admission to Liberty University's graduate programs is governed by policies and procedures developed by the Graduate Senate and Graduate Administrative Council. Admission to graduate programs does not constitute Degree Candidacy status in a specific graduate program. The University reserves the right to refuse admission or readmission to any prospective student or re-enrollment to any student. Any applicant who intentionally withholds pertinent information or who falsifies information may be required to withdraw from Liberty University. The regulations listed herein are subject to change after the publication of this Handbook. The University reserves the right to make necessary changes to admission requirements without notice.

Our Doctoral degree in Business Administration (DBA) has a competitive admissions process. Meeting the admission requirements does not guarantee acceptance into the program. The Office of Graduate Admissions, when conducting admission reviews, may request additional documentation to evaluate a candidate's record before a final admissions decision can be made.

If you have further questions about admissions requirements for this program, please contact the School of Business: ludba@liberty.edu

1. Apply online or call an Admissions Counselor at (800) 424-9596 to apply over the phone.

2. A non-refundable, non-transferable $50 application fee will be posted on the current application upon enrollment (waived for qualifying service members, veterans, and military spouses – documentation verifying military status is required).

3. In addition to any admission requirements established by the Graduate school; DBA Admission Requirements include:

   a. All DBA cognates require a master's degree in business or a business-related field, with at least 30 semester hours of graduate business credit.
   b. The DBA, Accounting specifically requires either a Master of Science in Accounting (MSA) or MBA with an accounting concentration, with at least 30 semester hours of graduate business credit.
   c. The DBA, Information Systems specifically requires either a Master of Science in Information Systems (MSIS), a Master of Science in Management Information Systems (MSMIS), or an MBA with an Information Systems concentration, with at least 30 semester hours of graduate business credit.
   d. Cumulative GPA of 3.00 or above is required for entrance into the program from any of the acceptable degrees above.
   e. TOEFL Scores for students who speak English as a second language (score of 600 paper – based test; 250 computer-based test, 80 internet-based test).

Admission Review & Notification

Once all application materials are received for admissions, the candidate's application package will be reviewed and an acceptance decision made. Once the application review process is complete, applicants will be notified via email of an admission decision.

International Students

Applicants for whom English is a second language must provide evidence of English proficiency. The DBA is not offered as a residential program and therefore students may not be eligible for a student visa.

Transfer Credits

Only courses from institutions accredited by agencies recognized by the U.S. Department of Education are eligible for transfer credit. These include regional accrediting bodies such as the Southern Association of Colleges and Schools (SACS) and other accrediting bodies such as the Association for Biblical Higher Education (ABHE), the Transnational Association of Christian Colleges and Schools (TRACS), and the Association of Theological Schools (ATS). Courses from University–approved institutions that meet regional or national accreditation equivalency will be accepted for transfer credit based on the transfer credit policy.

Applicants must request official transcripts be sent directly to the Office of Graduate Admissions from the registrar(s) of previously attended schools.

With approval, up to fifteen (15) semester hours of credits can be transferred into the DBA program. Transfer of coursework may be granted for the DBA Program if the following requirements are met: (a) courses must be comparable in content and level of coursework to the corresponding DBA or cognate courses; (b) courses must carry a grade of at least a B; and (c) coursework must have been completed within the five years prior to the student's date of admission. The following courses cannot be transferred into the DBA: BUSI 701, 885, 887, 888, 889, 890. (Transfer credits will normally relate to the selected DBA cognate).

It is the responsibility of each applicant to supply transcripts along with a request to have the credit applied to the degree program. Students may be asked to submit the syllabus for any coursework being considered for transfer along with a rationale of why the student believes that the course meets the program's requirements.

Financial Policies

Student Financial Services (https://www.liberty.edu/financeadmin/studentfinances/) can help with information on Tuition & Fees as well as Financial Aid.

Graduation Requirements

In addition to other regulations governing graduation, as stated in the Liberty University catalog, DBA students must meet the following requirements:

1. A minimum of 45 semester hours of DBA coursework must be taken through Liberty.
2. Maintain an overall GPA of 3.0 to remain in the program.
3. Successfully complete and present the Applied Doctoral Research Project in BUSI 890.
4. Submit a Graduation Application to the Registrar's Office at the beginning of the final course (BUSI 890).

Applied Doctoral Research Project

Following completion of all doctoral coursework and the concept paper course (BUSI 885), students must successfully complete an Applied Doctoral Research Project (ADRP) in partial fulfillment of the requirements for the degree of Doctor of Business Administration. These courses are BUSI 887, 888, 889, & 890.

The ADRP is a comprehensive research project involving a current business problem found in the literature. The focus of the ADRP is on research relevant to candidate's cognate, examining the scholarly theories and concepts related to it, and then gathering and analyzing data to present relevant conclusions related to that topic. Part of the deliverable of the ADRP is a set of recommendations to inform and advance business practice, present informed solutions for decision makers to consider, and report findings of a completed study for executive consideration.   The four courses must be taken over sequential semesters.

The ADRP is expected to exhibit scholarship, reflect mastery of technique, and make a distinctive contribution to the field of business in which the candidate has specialized. A research chair is responsible for the general supervision and progression of the ADRP. A presentation of the research is required for final approval in BUSI 890. The research chair will guide the student through various stages of research. The research chair and the DBA program director will determine when the research project is ready to be presented.

Time Limits for Degree Completion

The time limit for completing the degree from the date of admission to the DBA program is seven years. Only in unusual circumstances may the student be granted an extension.

Granting of an extension of time will usually result in additional requirements. Any student who does not complete coursework within the permissible time limit, for any reason including discontinued enrollment, must reapply for admission. A student may reapply only once, and will be subject to the current standards and curriculum. The School of Business DBA Committee will determine if any previous courses are sufficiently time sensitive and must be repeated. Beginning

with the date of readmission, the student's time limit for degree completion is determined by the number of hours remaining.

Enrollment and Breaks in Enrollment

All DBA students are required to maintain enrollment in the DBA program. (1) Until students begin the research project phase, they are required to be enrolled in at least one course in each academic year (From Fall to Summer); (2) Once doctoral candidates enter the research project phase, they are required to be enrolled in each semester (Fall, Spring, and Summer) until graduation.

A student facing certain unforeseen circumstance may contact his or her professor to determine if assignment extensions are possible (as noted in the course syllabi or, if warranted, an incomplete in order to allow time to complete coursework). An incomplete cannot be granted for any of the doctoral research project courses.

In the event a student is facing such things as an extended illness or hospitalization, relocation due to one's job, military obligations, or the death of an immediate family member, a break in enrollment will be considered and if warranted, granted by the DBA Program Director. The Director and the student will determine the length of the absence and develop a plan to return to the program (if applicable). The length of the break in enrollment will not count toward the student's seven year completion requirement.

DBA Program of Study and Course Descriptions

Information regarding coursework and a degree completion plan can be found at the School of Business at: https://www.liberty.edu/online/business/doctoral/dba/

Progression Through the Program

1. Student Responsibility for Contents of Handbook

   Upon admission to the DBA program, students are required to read the Doctor of Business Administration Program Handbook. Students are required to read the handbook each year for updates and revisions. It is the student's responsibility to be familiar with and abide by the Program Handbook policies and guidelines.

2. Course Policies

   All policies and procedures as stated in the current Liberty University Graduate Catalog apply unless otherwise stated in this handbook.

   a. Grading

      The DBA uses the standard grading scale for doctoral programs, which is a 6 point scale. Students must earn a minimum grade of "B-" in all doctoral-level courses.

A = 960 - 1000 -- A- = 940 - 959 -- B+ = 920 - 939 -- B = 900 - 919 -- B- = 880 - 899
C+ = 860 - 879 -- C = 840 - 859 -- C- = 820 - 839 -- D+ = 800 - 819 -- D = 780 - 799
D- = 760 - 779 -- F = 759 and below

b. Grade of B minus:

Student receiving a grade of "B minus" in a course will be permitted to remain in the program, unless their GPA drops below 3.0. Grades below a "B minus" will not count towards graduation.

c. Cumulative GPA below 3.0

If a student's cumulative GPA falls below 3.0 they will be placed on Academic Probation during the first semester the GPA is below 3.0. Students will have one semester to obtain a GPA of 3.0 or above. If their GPA remains lower than 3.0 a second semester, regardless of course grades, the student will be dismissed from the program for not maintaining an overall 3.0 GPA.

d. Course Repeat Policy

DBA Core Courses: The course repeat policy allows students to repeat two DBA core courses (BUSI 700 - 830) for a total of 6 hours if they earn a failing grade or withdraw.

DBA Concept Paper Course: The course repeat policy allows students to repeat BUSI 885 one time if they fail to pass or withdraw.

ADRP Courses: This course repeat policy allows students to repeat each ADRP course (BUSI 887, 888, 889, & 890) one time for a total of four courses if they receive a grade of NP or withdraw.

e. Research Chair

The research chair is an essential advisor who has the expertise to guide the student through the ADRP process. The chair will take on varying roles during the process, depending on the student, the topic, the research approach, or other factors. Chairs will serve students through 3 separate roles of a mentor:

- Advisor- The research chair is the principal advisor who works with the candidate throughout the ADRP process.
- Coordinator- The chair will provide the candidate with requirements, conditions and timelines for the ADRP documents and the ADRP process.
- Director- The chair will lead the candidate through each part of the ADRP and will work with the candidate in the selection of the methods, direction of the analysis and the ultimate outcome of the research.

Regardless of the specific role, the chair is expected to regularly review candidate progress and serve as a mentor, working with the student to move the ADRP process forward. The chair will carefully review the ADRP proposal and chapters and provide detailed written comments to the candidate, be available to discuss these comments, and review any revisions prior to determining that the candidate is ready to move forward in the coursework or to present their research.

In the event a candidate believes a chair is not meeting the above requirements, an appeal for a new chair may be submitted to ludba@liberty.edu. The student must include specific information as to how the chair has not met the above requirements.

f. Grievance Policy

Grade Grievances: Students must contact the course professor regarding resolution of grievance related to grades. If the issue is not resolved at this point, students may submit a formal grade appeal through graduate student advising. Please refer to the grade appeal process in the current *Liberty University Graduate Catalog*. If the situation falls within the parameters set forth in the process, a grade appeal can be submitted.

Other Grievances: Graduate students must first make a serious effort to resolve the matter with the individual with whom the grievance originated. The next step in the process is to appeal to LU Online Student Advocate Office by following the complaint procedure as outlined on the website.

3. Blackboard

All courses will use the Blackboard Course Management platform. Safe Assign software is also utilized by the university to verify the originality of written work. Students needing assistance with Blackboard or Safe Assign can find support at the Technology Education Center.

4. Academic Misconduct

Academic misconduct is strictly prohibited. See The Graduate Catalog for specific definitions, penalties, and processes for reporting.

5. Disability Statement

Students with a documented disability may contact the Liberty University Online Office of Disability Academic Support (LU ODAS) at https://www.liberty.edu/online/online-disability-accommodation-support/ to make arrangements for academic accommodations.

DBA Courses Titles and Descriptions

Note: The table below does not include the four cognate courses.

BUSI 701	Current Topics in Business Administration	This course covers current trends in critical areas of business administration from an executive perspective. Prerequisite - None
BUSI 710	Foundations of Applied Research Methods	An overview of the assumptions, theories and processes of qualitative and quantitative contemporary applied business research methods, with an emphasis on blending them to investigate practice-anchored research problems. Prerequisite - Co-Requisite BUSI 701
BUSI 730	Strategic Allocation of Financial Resources	The advanced study of accounting and financial decision making techniques and models that are useful in the translation of strategic and operational goals related to resource allocation into specific budgetary expectations of revenue, expenses, capital expenditures, and needs for external funding, including analysis of the effects of contingencies that might cause financial outcomes to vary from budgeted expectations. Prerequisite - BUSI 701
BUSI 735	Understanding the Organization	This course provides a comprehensive overview of the modern organization from a systems perspective. Topics include the importance of organizations, organizations as systems, the environment of the organization, and the structure of organizations. Prerequisite - BUSI 701
BUSI 740	Managing the Supply Chain	A comprehensive study of concepts, processes, and strategies used in the development and management of global supply chains. Topical coverage will include supply chain management, production planning and inventory control, order fulfillment and supply chain coordination, global supply chain design, logistics, and outsourcing. Prerequisite - BUSI 701
BUSI 745	Marketing for Competitive Advantage	This course will examine the development of marketing strategy from the perspective of shifting demand patterns due to changes in consumer behavior, market segmentation, persona development, and the economic environment. Marketing strategy will be developed and examined through the lens of a Christian Worldview. Prerequisite - BUSI 701

BUSI 750	Managing Human Resources	This course provides the business leader with the knowledge of critical topics related to strategically managing the organization's human resources. Key issues addressed include the environment of HRM, jobs and labor, talent development, performance, compensation and employee relations. Current HR issues, measuring HR effectiveness, global human resource management and HR ethics will be evaluated. Prerequisite - BUSI 701
BUSI 770	Strategy Formulation and Strategic Thinking	The advanced study of the process of business strategy (for both profits and nonprofits), including the decision traps to avoid and the most effective ways to develop and implement strategy. Prerequisite - BUSI 701
BUSI 820	Quantitative Research Methods	This course provides an advanced study of the selection and use of quantitative methods and associated statistical techniques in business research. Through study and practical application problems, students will gain experience in all phases of quantitative research from data management and statistical analysis to properly interpreting and presenting the results. Students will gain experience using leading statistical analysis software. Prerequisite - BUSI 701 & BUSI 710
BUSI 830	Case Study Research Methods and Consulting Techniques	This doctoral level course examines the qualitative method used in business research, with a focus on case studies. Students will also explore current trends in effective business consulting techniques. Prerequisite - BUSI 701, BUSI 710, & BUSI 820
BUSI 885	Research Concept	This course will focus on students completing research concept paper and preparing students for their applied doctoral research project. Prerequisite - All DBA core courses and cognate courses.
BUSI 887	Applied Doctoral Research Project I 16 Week Course	This course is the first step for DBA Doctoral Candidates in the process of developing and completing their applied doctoral research project. Doctoral Candidates will develop Section 1 which includes the Foundation of the Study to include a detailed Literature Review relevant to the proposed research study. Prerequisite - BUSI 885
BUSI 888	Applied Doctoral Research Project II 16 Week Course	This course is the second step for DBA Doctoral Candidates to develop and complete their applied doctoral research project. Doctoral Candidates will develop Section 2 which includes their methodology for conducting the study and combine it with Section 1 into a single document. Candidates will also present their research proposal. Prerequisite - BUSI 887

BUSI 889	Applied Doctoral Research Project III 16 Week Course	This course is the final step in developing the applied doctoral research project manuscript. Doctoral Candidates will conduct their field study, analyze their data, and present their findings and develop Section 3 of their applied doctoral research project. Candidates will combine all three sections into their completed applied doctoral research project manuscript in preparation for their final presentation in BUSI 990. Prerequisite - BUSI 888
BUSI 890	Applied Doctoral Research Project IV 8 Week Course	This course is the last step in the DBA program. Doctoral Candidates will present their applied doctoral research project and finalize their manuscript. Prerequisite - BUSI 889 Can be taken concurrent with 889 in final 8 weeks.

DBA Cognates

Cognates are the areas specialization offered for the DBA Program. Each cognate requires four courses focused on that specific area of specialization. This provides the DBA graduate a high level of knowledge and skill in business administration in general along with a focused level of skill and knowledge in the administration of the area of specialization selected. For more information on the cognates and the specific courses required, please go to the School of Business at: https://www.liberty.edu/online/business/doctoral/dba/

Cognates offered for the DBA Program:

- Accounting
- Finance
- Healthcare Management
- Human Resources
- Information Systems
- International Business
- Leadership
- Marketing
- Non-Profit Leadership & Management
- Project Management
- Strategic Management
- Strategic Media and Digital Content
- Supply Chain Management & Logistics

Suggested Course Sequence

For students that would like to move through the program quickly, the following course sequence is suggested. The student will need to complete all of the tasks in each of the ADRP Courses within in a single 16-week term for each course. Not all students are able to complete all tasks in a single 16-week term.

Note: The table below includes the four cognate courses.

First Semester (Year 1) B-Term (8 Weeks) BUSI 701 / 710 D-Term (8 Weeks) BUSI 730 / 735	Second Semester (Year 1) B-Term (8 Weeks) BUSI 740 / 745 D-Term (8 Weeks) BUSI 750 / Cognate 1
Third Semester (Year 1) B-Term (8 Weeks) BUSI 770 / Cognate 2 D-Term (8 Weeks) BUSI 820 / Cognate 3	Fourth Semester (Year 2) B-Term (8 Weeks) BUSI 830 / Cognate 4 D-Term (8 Weeks) BUSI 885
Fifth Semester (Year 2) A-Term (16 Weeks) BUSI 887	Sixth Semester (Year 2) A-Term (16 Weeks) BUSI 888
Seventh Semester (Year 3) A-Term (16 Weeks) BUSI 889	Eighth Semester (Year 3) B-Term (8 Weeks) BUSI 890

The regulations and policies listed herein are subject to change after the publication of this Handbook. The University reserves the right to make necessary changes and / or clarifications to requirements without notice.