PROGRAM OUTLINE

FOR THE FOLLOWING PROGRAMS ONLY: Occupational Associate Degree and Higher

INSTITUTION DATA											
Name: Key West University							ID# 5988				
PROGRAM DATA											
Program Title: Business Administration											
Credential Issued: DBA (Doctor of Business Administration)											
Program Deli	very:	Campus	Online	Correspor	dence	Other	r If other, give a <u>short</u> description				
			Χ								
Program Length Semeste			r Hours: 6	0 Qua	rter Hou	ırs:					
General Education Hours (See Minimum Requirements Below):											
*Minimum General Education Component:											
Degree	Semester		Quarter								
OAD/AAS	9		14								
AA	36		54								
AS	15		22.5								
ВА	45		67.5								
BS	30		45								

(The duration of a Bachelor Degree Program shall be a minimum of 120 semester credit hours, 180-quarter credit hours, or the recognized clock hour equivalent. A student transferring into the institution with an Associate Degree totaling 60-credit hours, will combine these Associate credit hours with the Bachelor credit hours to meet the minimum total stated above.)

ENTRANCE/ADMISSION REQUIREMENTS:

(Programs of four hundred fifty (450) or more clock hours or the credit hour equivalent shall administer a basic skills examination to each student who enrolls, unless the student has provided evidence of a high school graduation diploma, general equivalency diploma, or its equivalent.)

Students seeking admission must be at least 18 years of age to enroll. In addition, the following requirements must be met. Supporting documentation must be submitted to the admissions department.

- MBA or Master's degree in a business-related field. Applicants must provide a copy of their diploma and related transcripts. If the diploma was issued in a language other than English, a certified translated copy of the diploma and transcripts must be provided.
- All students are required to submit a personal statement (500-750 words), describing their career goals, and explaining how they believe studying in KWU's DBA program will support them in achieving this goal.
- At least 5 years of professional work experience
- Copy of resume
- Two letters of recommendation
- If English is not the applicant's native language of instruction, applicants must submit one of the following as proof of meeting English language requirements for entry into the DBA program:
 - Score of 530 or higher on the TOEFL paper-based test (PBT), or 71 or higher on the Internet Based Test (iBT).
 - Score of 6.5 or higher on the International English Language Test (IELTS) also fully meet language requirements for admission into this program.
 - Evidence that the student completed at least 30 hours of Masters level work at an accredited institution of higher education, where the language of instruction was English.
 - If the student is not able to provide proof of 1 of the above, the university will administer its own exam to test that the applicant's proficiency in English is of sufficient level to complete this program of study. This will include a written examination, in addition to an oral interview conducted in English, which will take place either at the premises of KWU or via a web meeting.

PROGRAM OBJECTIVE:

The DBA program is a professional doctorate program. The objective of the program is to integrate business theory and practice, while enabling students to conduct applied research in areas that are relevant in today's fast changing business environment. In addition to developing a strong understanding of the theoretical underpinning of business disciplines, program participants will develop advanced analytical and research skills, that are in high-demand in numerous sectors of the economy. The KWU D.B.A. program offers participants the opportunity to complete specializations in International Business Management or Entrepreneurship. Students who successfully complete the DBA program will be equipped to work in senior level roles in business. DBA graduates typically pursue career paths in management consulting. Others chose to become entrepreneurs or apply their new knowledge and expertise to benefit the companies and organizations where they currently work.

Successful completion of the KWU DBA Program also provides graduates with the necessary credentials to obtain teaching, research or administrative positions in institutions of higher education. Focused and tailored individualized career planning services are available to all KWU DBA students, further assisting program participants and alumni to increase their value in today's competitive labor market.

PROGRAM DESCRIPTION:

The KWU DBA Program encompasses 60 credit hours and takes approximately three years to complete. The DBA is a professional program offered fully online, enabling participants to complete their studies while being employed.

The program consists of three main components. This includes core courses designed to enhance participants' knowledge of contemporary business issues and build research and analytical skills. Upon completion of core courses, students may opt to specialize in either International Business Management or Entrepreneurship. The final stage of the doctoral program involves the student completing a literature review and writing a dissertation under the supervision of an experienced faculty mentor.

Students may take a minimum of 3 years and a maximum of 8 years to complete the DBA program of study.

Column	PROGRAM BREAKDOWN BY		Clasta	Comiles
Course Number	Course Title	Credit Hours	Clock Hours (If Applicable)	Services (If Applicable)
	NOTE: If a bachelor degree program entrance requirement is to transfer		(If Applicable)	
	having earned an associate degree, enter the transfer of credit here.			
	Core Requirements	24		
Bus701	Advanced Management Theory	3		
Bus702	Ethical Issues in Business Management	3		
Bus703	Quantitate Methods for Applied Business Research	3		
Bus704	Qualitative Methods for Applied Business Research	3		
Bus705	Management of Organizational Change	3		
Bus706	Leadership Issues in the 21st Century	3		
Bus707	Strategic Decision-Making & Problem-solving	3		
Bus708	Managerial Consulting Methods	3		
	Concentration Course Requirements	18		
	Concentration in International Business Management			
Bus709	Cross-Cultural Business Management	3		
Bus710	International Finance	3		
Bus711	Global E-Commerce	3		
Bus712	International Logistics & Supply Chain Management	3		
Bus713	International Project Management	3		
Bus714	International Human Resources Management	3		
	Concentration in Entrepreneurship			
Bus715	Entrepreneurship	3		
Bus716	Financing Entrepreneurial Ventures	3		
Bus717	Social Entrepreneurship	3		
Bus718	Entrepreneurial Marketing	3		
Bus719	Managing Innovation in Mature Organizations	3		
Bus720	Small Business Management	3		
	Dissertation Stage	18		
Bus721	Writing the Defensible Doctoral Dissertation	3		
Bus722	Doctoral Dissertation Literature Review	3		
Bus723	Defensible Doctoral Dissertation Completion	12		
	TOTAL:	60		

INVENTORY OF EQUIPMENT:						
Quantity	Equipment Item	Brief Description of Equipment				
	Online Learning Platform	Moodle online web based learning platform				
	Online Library System	LIRN E-Library system				

TEXTBOOKS/LEARNING RESOURCES:

(Include Publishers and Publication Dates)

1. Bus701 Advanced Management Theory:

- Management (3rd international edition). Hitt, Michael; Black, Stewart; Porter, Lyman W. 2014. Pearson.
- Helfat, Constance E.; Martin, Jeffrey A. (2015). Dynamic Managerial Capabilities: Review and Assessment of Managerial Impact on Strategic Change. Journal of Management 41(5): 1281-1312.
- Wangrow, David B; Schepker, Donald J.; Barker III, Vincent L. (2015). Managerial Discretion: An Empirical Review and Focus on Future Research Directions. Journal of Management 41(1): 99-135.
- Bloom, Nicholas; Sadun, Rafaella; Van Reenen, John. (2012). Does Management Really Work? Harvard Business Review 90(11): 77-82.
- Birkinshaw, J., Healey, M., Suddabay, R. & Weber, K. (2013). Debating the Future of Management Research. Journal of Management Studies 51(1): 38-55.
- Wangrow, David B; Schepker, Donald J.; Barker III, Vincent L. (2015). Managerial Discretion: An Empirical Review and Focus on Future Research Directions. Journal of Management 41(1): 99-135
- Smith, K. and Hitt, M. (2005). Great Minds in Management: The Process of Theory Development. Oxford University Press.

2. Business 702 Ethical Issues in Business Management:

- Managing Business Ethics: Straight Talk about How to Do It Right, 6th Edition. Trevino, L. & Nelson, K. 2014. Wiley & Sons.
- Stakeholder Theory and Organizational Ethics, Phillips, R. & Freeman, E., 2003. Berrett-Koehler Publishers.
- Porter ,M. and Kramer, M. (2006). The Link Between Competitive Advantage and Corporate Social Responsibility. Harvard Business Review.
- John, K., Makhija, A., and Ferris, S. (2015). Internal Corporate Governance. Emerald Publishing.
- Friedland, J. (2012). Beyond Empiricism: Realizing the Ethical Mission of Management. Business and Society Review 117(3): 329-356.
- Organization for Economic Cooperation and Development (OECD) Principles of Corporate Governance

3. Bus703 Quantitate Methods for Applied Business Research:

- Quantitative Methods: An Introduction for Business Management (2011). Brandimarte, Paolo. Wiley.
- Survey Research Methods (5th edition). Fowler, F. (2013). Sage Publications.
- Quantitative and Statistical Research Methods: From Hypothesis to Results (2012), Martin, William E. and Bridgmon, Krista D.. John Wiley & Sons.
- Ross, S. M., & Morrison, G. R. (2004). Experimental research methods. Handbook of Research on Educational Communications and Technology (2): 1021-43
- Chromy, J. R., and Abeyasekera, S. (2005). Statistical analysis of survey data. Household sample surveys in developing and transition countries, studies in methods. New York: United Nations.
- Yong, A. G., & Pearce, S. (2013). A beginner's guide to factor analysis: Focusing on exploratory factor

- analysis. Tutorials in Quantitative Methods for Psychology 9(2), 79-94.
- Panter, A. T., and Sterba, S. K. (Eds.). (2011). Handbook of Ethics in Quantitative Methodology. Taylor & Francis.

4. Bus704 Qualitative Methods for Applied Business Research:

- Understanding Business Research (2012). Weathington, Bart L., et al. John Wiley & Sons,
- Business Research Methods: Theory and Practice (2016). Rosendo, Rios; Veronica, and del Campo, Enrique Perez. ESIC Editorial.
- Fundamentals of Qualitative Research (2011). Saldana, J., Oxford University Press.
- Qualitative Research in Business: A Practical Overview (2014). Walle, A. H., Cambridge Scholars Publishing.
- Hennink, Monique M. Focus Group Discussions (2013). Oxford University Press.
- Gillham, Bill. Case Study Research Methods (2000). Gillham, B. Bloomsbury Publishing.

4. Bus705 Management of Organizational Change:

- On Change Management.(2011). Kotter, J., Kim, W., Mauborge, R. Harvard Business Review Press.
- The Theory and Practice of Change Management, John Hayes (2014), Palgrave-McMillan.
- Environmental and Social Sustainability for Business Advantage. Collection Change Management for Sustainability (2014). Huong, H., Business Expert Press.
- Research in Organizational Change and Development (2010). Edited by Pasmore, W., Shani, A., and Woodman, R., Emerald Publishing.
- Change Management, A Guide to Effective Implementation (2008). Paton, R. and McCalman, J., Sage Publications.
- Haynes, K. & Hiliman, A. (2010). The effect of board capital and CEO power on strategic change. Strategic Management Journal 31(11):1145-1163.
- Griffith-Cooper, B. and King, K. (2007). The partnership between project management and organizational change; integrating change management with change leadership. *Performance Improvement* (Jan 2007): 14-20.
- Muller, J. & Kunish, S. (2017). Central Perspectives and Debates in Strategic Change Research. International Journal of Management Reviews. DOI: 10.1111/ijmr.12141

5. Bus 706 Leadership Issues in the 21st Century:

- Leadership for the 21st Century. Prentice, A. (2013). Libraries Unlimited.
- Anderson, M. & Sun, P. (2017). Reviewing Leadership Styles: Overlaps and the Need for a New 'Full-Range' Theory. International Journal of Management Reviews 19(1), 76-96.
- Avolio, B., Sosik, J., Jung, D., and Berson, Y. (2003). Leadership Models, Methods, and Applications. DOI: 10.1002/0471264385.wei1212
- Lopez, E. & Ensari, N. (2014). The Effects of Leadership Style, Organizational Outcome, and Gender on Attributional Bias Toward Leaders. Journal of Leadership Studies 8 (2) 19-37.
- Leitch, C., McMullan, C., & Harrison, R. (2013). The Development of Entrepreneurial Leadership: The Role of Human, Social and Institutional Capital. British Journal of Management 24(3): 347-366.

6. Bus707 Strategic Decision-Making & Problem-solving:

- Judgment in Managerial Decision Making (8th Edition). Bazerman, M. & Moore, D. (2012). Wiley & Sons.
- Managerial Decision-Making Leadership. Wang, C. (2010). Jossey-Bass.
- Dane, E. & Pratt, M. (2007). Exploring intuition and its role in managerial decision-making. Academy of Management Review 32(1) 35-54.
- Nowduri, S. (2011). Management information systems and business decision making: review, analysis, and recommendations. Journal of Management and Marketing Research. 7(1) 1-8.
- Managerial Accounting: Tools for Business Decision Making (6th Edition). Weygandt, J., Kimmel, P. & Kieso, D. (2011). Wiley & Sons.

7. Bus708 Managerial Consulting Methods:

- The Complete Business Process Handbook: Body of Knowledge from Process Modeling to BPM, Volume 1. Von Rosig, M. & Scheel, H. (2014). Morgan Kaufmann.
- Business Process Outsourcing: Process, Strategies, and Contracts (2nd Edition). Halvey, J. & Melby, B. (2007). Wiley & Sons.
- Management Consulting in Practice: A Casebook of International Best Practice. Czerniawska, F. & May, P., 2006. Kogan Page.

8. Bus709 Cross-Cultural Business Management:

- Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies 1st Edition. House, R.,
 Hanges, P., Javidan, M., Dorfman, P., and Gupta, V. (Eds.) (2004). Sage Publications.
- Kwok Leung, Rabi S. Bhagat, Nancy R. Buchan, Miriam Erez and Christina B. Gibson, (2005) "Culture and International Business: Recent Advances and Their Implications for Future Research," Journal of International Business Studies, 36(4): 357-378.
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1).
- Metcalf, L. & Bird, A. (2004). Integrating the Hofstede dimensions and twelve aspects of negotiating behavior: A six country comparison. In H. Vinken, J. Soeters, & P. Ester (Eds.), Comparing cultures: Dimensions of culture in a comparative perspective (pp. 251–269). Amsterdam: Brill

Bus710 International Finance:

- Alfaro, L., Sebnem Kalemli-Ozcan, S. & Volosovych, V. (2014). Sovereigns, upstream capital flows, and global imbalances. Journal of the European Economic Association 12(5):1240-1284.
- MacDonald, M. (2014). Patterns of International Capital Flows and Productivity Growth: New Evidence. Review of International Economics 23(5): 846-872.
- Qian, X. & Steiner, A. (2014). International Reserves and the Composition of Foreign Equity Investment. Review of International Economics. 22(2): 379-409.
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- Taylor, M. (2003). Purchasing Power Parity. Review of International Economics 11(3): 436-452.

Bus711 Global E-Commerce:

- Hasan, M. & Harris, E. (2009). Entrepreneurship and innovation in e-commerce. Journal of Achievements in Materials and Manufacturing Engineering, 32(1), 92-97
- Lu, H. (2013, October). An Empirical Study of the Hindrance Factors of E-commerce Development in Small and Medium Enterprises. Paper presented at the International Academic Workshop on Social Science, Changsha, Hunan, China.
- Sprague, K., Manyika, J., Chappuis, B., Bughin, J., Grijpink, F. and Moodley, L. (2014). Offline and falling behind: Barriers to Internet adoption. McKinsey & Company.
- McLaughlin, S. (2010). Dangerous solutions: case study of a failed e-project. Journal of Business Strategy, 31(2), 24-33.
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- McKnight, D., Choudhury, V. & Kacmar, C. (2002). The impact of initial consumer trust on intentions to transact with a web site: a trust building model. Journal of Strategic Information Systems 11 (2002), 297–323.
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Bus712 Global Logistics & Supply Chain Management:

- Global Logistics and Supply Chain Management (3rd Edition). Mangain, J. & Lalwani, C. 2016. Wiley & Sons.
- Ayman, O., Davis-Sramek, B., Myers, M. and Mentzer, J. (2012). A Global Analysis of Orientation, Coordination, and Flexibility in Supply Chains. Journal of Business Logistics. 33(2):128-144.
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Bus713 International Project Management:

- Grisham, T. International Project Management: Leadership in Complex Environments. (2010). Wiley & Sons.
- Khang, D. B., & Moe, T.L. (2008). Success criteria and factors for international development projects: A life-cycle-based framework. Project Management Journal 39(1), 72-84.
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- illusion?", Procedia Social and behavioural sciences 119 pp. 939-948.
- Prabhakar, G. (2008). What is Project Success? A Literature Review. International Journal of Project Management 3(9): 3-10.
- PMBOK Guide (5th edition). (2013). Project Management Institute.

Bus714 International Human Resources Management:

- Edwards, T., Kuruvilla, S. (2005) "International HRM: National Business Systems, Organizational Politics and the International Division of Labour in MNCs. International Journal of Human Resource Management 15(1):1-21.
- Bowen, D., Galang, C., Pillai, R (2002). The Role of Human Resource Management: An Exploratory Study of Cross-Country Variance. Asia Pacific Journal of Human Resources 40(1): 123-145.
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- Northup, K., Daily, V., Feddersen, K., Prim, B., & Wright, J. (n.d.) Best Practices in International Recruitment. American International Recruitment Council.
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- Mellahi, K. & Wilkinson, A. (2010). Slash and burn or nip and tuck? Downsizing, innovation and human resources. International Journal of Human Resources Management 21(13): 2291-2305.

Bus715 Entrepreneurship:

- The Routledge Companion to Entrepreneurship (1st edition). Baker,T. & Welter,F. (2014). Routledge Press.
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Bus716 Financing Entrepreneurial Ventures:

- Lütolf-Carroll, C., Antti Pirnes and Withers LLP (2009) Venture Capital Method of Valuation, in From Innovation to Cash Flows: Value Creation by Structuring High Technology Alliances, John Wiley & Sons, Inc., Hoboken, NJ, USA. doi: 10.1002/9781118273166.ch19
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Bus717 Social Entrepreneurship:

- Sassmannshausen, S. P. and Volkmann, C. (2016), The Scientometrics of Social Entrepreneurship and Its Establishment as an Academic Field. Journal of Small Business Management DOI: 10.1111/jsbm.12254
- Estrin, S., Mickiewicz, T. and Stephan, U. (2013), Entrepreneurship, Social Capital, and Institutions: Social and Commercial Entrepreneurship Across Nations. Entrepreneurship Theory and Practice, 37: 479–504. doi:10.1111/etap.12019
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Bus718 Entrepreneurial Marketing:

- Ingenbleek, P. T. M., Frambach, R. T. and Verhallen, T. M. M. (2013), Best Practices for New Product Pricing: Impact on Market Performance and Price Level under Different Conditions. Journal of Product Innovation Management, 30: 560–573. doi:10.1111/jpim.12008
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during New Product Adoption. Journal of Product Innovation Management, 29: 623–638. doi:10.1111/j.1540-5885.2012.00929.x

Bus719 Managing Innovation in Mature Organizations:

- Robeson, D. and O'Connor, G. C. (2013), Boards of Directors, Innovation, and Performance: An Exploration at Multiple Levels. Journal of Product Innovation Management 30: 608–625. doi:10.1111/jpim.12018
- Gratton, L. (2007). Hot Spots: Why Some Teams, Workplaces, and Organizations Buzz with Energy And Others Don't. Berrett-Koehler Publishers.
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 Mature. Journal of Product Innovation Management, 28: 2–27. doi:10.1111/j.1540-5885.2011.00858.x

Bus720 Small Business Management:

- Gorgievski, M. J., Ascalon, M. E. and Stephan, U. (2011), Small Business Owners' Success Criteria, a Values Approach to Personal Differences. Journal of Small Business Management, 49: 207–232. doi:10.1111/j.1540-627X.2011.00322.x
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- Lumpkin, G. T., Steier, L. and Wright, M. (2011), Strategic entrepreneurship in family business. Strategic Entrepreneurship Journal, 5: 285–306. doi:10.1002/sej.122
- Katila, R., Chen, E. L. and Piezunka, H. (2012), All the right moves: How entrepreneurial firms compete effectively. Strategic Entrepreneurship Journal, 6: 116–132. doi:10.1002/sej.1130
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Bus 721 Writing the Doctoral Dissertation, Bus 722 Doctoral Dissertation Literature Review, Bus 723 Doctoral Dissertation Completion

- Designing and Managing a Research Project (3rd edition). Polonsky, J. & Waller, S. (2014). Sage Publishing.
- Alvesson, M. & Sandberg, J. (2011). Generating research questions through problematization. Academy of Management Review, 36 (2): 247-271.
- Stoilescu, D. & McDougall, D. (2010). Starting to Publish Academic Research as a Doctoral Student. International Journal of Doctoral Studies (5): 79-92.
- Research proposal guidelines and templates
- Dissertation guidelines and templates