

## Doctor of Business Administration

### Your Coursework

Concordia University Wisconsin's Doctor of Business Administration (DBA) program is designed to develop visionary leaders with advanced business research skills. This 60-credit program allows you to begin your dissertation from day one. A three-day residency fosters peer collaboration and deeper learning. The DBA program encourages not only academic excellence but also personal and spiritual growth, empowering you to lead with purpose and make a lasting impact grounded in Christian values.



### Your Dissertation

Starting your dissertation is a transformative milestone in your doctoral journey, and at Concordia University Wisconsin, we'll help you dive in from the very first year. This early start ensures a clear, focused path to completing your degree in as little as three years. Our structured dissertation advising classes provide defined goals and consistent guidance through every stage of your dissertation. With personalized mentorship from a dedicated research chair, you'll receive ongoing support and expert feedback, empowering you to confidently develop and refine each chapter of your work.

### Your Career

Open doors to a range of advanced career paths, including executive leadership roles, consulting, and academic positions. DBA graduates are equipped with strategic decision-making, research, and leadership skills, making them ideal for roles such as Chief Executive Officer (CEO), Senior Consultant, or University Professor. This degree is designed for those looking to drive innovation, lead organizations, or shape the future of business education.

Course #	Course Description	Credits
BUS 9420	Introduction to Scholarship - This course will provide an introduction to academic scholarship and doctoral studies for doctoral of business administration students. Students will become acquainted with university resources, technologies, policies, the dissertation research process and scholarly writing.	3
BUS 9423	Scholarship Inquiry - The objective of the course is to provide an introduction to research inquiry for applied research. This course offers an overview of paradigms and techniques used in social science by examining their essential core elements. Students will utilize common research lenses to shape and view their research topic.	3
BUS 9101	Christian Faith, Business, and Values - Christian Faith, Business and Values: With the assistance of parables, this course will examine emerging business practices through the lens of Christian ethics, which are important for organizational success and sustainability. Students in this course will continue to develop practices that help establish scholarly and practical applications toward ethical leadership. This allows for a healthy integration of Christian values and viable business practices conducive to producing quality outcomes.	3
BUS 9300	Doctoral Research and Writing (Chapter 2) - This course will provide guidance for doctoral of business administration students in writing Chapter 2, the Literature Review, of the dissertation. Students will engage in the writing process as a foundation for preparing their Literature Review and will become acquainted with identifying, organizing, and synthesizing resources to engage in scholarly writing. Prerequisites: (DBA 9010 or BUS 9420).	3
BUS 9328	HRD in Action: Driving Change and Performance - This doctoral-level course explores the critical link between organizational performance, change initiatives, and the strategic role of Human Resource Development (HRD) in driving both. You'll gain a comprehensive understanding of how HRD practices can be leveraged to assess an organization's effectiveness, design and implement successful change strategies, and ensure those changes lead to lasting performance improvements.	3
BUS 9421	Statistics for Research - Survey of quantitative data analytics methodologies and tools to aide in complex problem solving across large variety of industries and business settings. Topics covered will include, but are not limited to, descriptive and inferential statistics, tools such as SPSS or R, data visualization, and case studies, applying methods and tools to real world problems.	3
BUS 9422	Quantitative Research Design - Students in this course apply their knowledge of statistics as they analyze and interpret quantitative data within a research design related to business administration. Students develop and evaluate a quantitative research design, use SPSS to complete various types of analyses, and develop the skills to write the methods and results sections of a quantitative research article. Prerequisites: (DBA 9115 or BUS 9421).	3
BUS 9424	Qualitative Research Design - This course will provide guidance for Doctoral of Business Administration students in understanding Qualitative Research Design. Students will engage in qualitative research. Students will develop a core foundation from the beginning to end of the process on how to conduct a qualitative research study, how to write up a study for a dissertation, as well as discover the five most common qualitative research study approaches. Prerequisites: (DBA 9010 or BUS 9420) and (DBA 9120 or BUS 9423).	3
BUS 9301	Doctoral Research and Writing (Chapter 1) - BUS 9301 Doctoral Research and Writing Chapter 1 is the second part of a series of courses designed to guide students through the development of their research and dissertation. The course will provide a foundation for writing Chapter One in the student's Doctor of Business Administration dissertation. The major key elements that will be included are the background, problem statement, research purpose, significance of the student, research questions, hypotheses (if applicable), definition of terms, delimitations of the study, limitations and assumptions of the study, and the researcher's perspective. Upon completion of the course, a draft of Chapter One will be completed for students to review with their dissertation advisors/research chairs.	3

BUS 9131	Quantitative Business, Quality Management and Productivity - BUS 9131 is a case study-based course to evaluate Quality Management and Operational Excellence Frameworks that helped companies with developing core competencies to achieve market leadership positions in their respective industries. We will survey approaches to TQM in various industries and apply concepts of Quality as defined by external and internal stakeholders. The course will conclude with infamous case studies where this went terribly wrong, and learn how these failures reshaped corporate responsibility and legislation.	3
BUS 9302	Doctoral Research and Writing (Chapter 3) - BUS 9302 Doctoral Research and Writing Chapter 3 requires doctoral students to demonstrate they have developed all the components of a professional dissertation research methodology from conceptualization to analysis. BUS 9302 is the third part of a series of courses designed to guide students through the development of their research and dissertation. The methodology development process includes selecting the most appropriate research methods to address specific research questions; quantitative, qualitative, and mixed-methods approaches to research; designing the data collection; identifying and applying ethical considerations to research; preparing to conduct quantitative and qualitative empirical analyses; developing a plan to report and disseminate the results; and preparing to deliver a formal research proposal to the dissertation committee.	3
BUS 9020	Building an Innovative Organizational Culture - As the world continues to change, organizations should continually consider ways to adapt and improve. This course investigates research regarding the components necessary for building a culture that develops and nurtures innovative practices. Students will apply theory, practice, and research to cultivate innovative workplace cultures.	3
BUS 9102	Business Intelligence and Predictive Analytics - This course is the application of machine learning, artificial intelligence, and statistical algorithms to uncover hidden patterns in Big Data. It is widely used to solve real-world problems in business, government, economics, and even science. This course provides students with an insight into how predictive analytics can be used to help organizations make better decisions. Through analyzing real datasets, students learn how to identify situations where predictive analytics in business intelligence could be used, as well as learn tools and acquire skills for data definition, extraction, transformation, analytical modeling, and exploiting patterns found in historical, transactional, structured, and unstructured data for identifying risks and opportunities.	3
BUS 9499	Dissertation Capstone - The capstone class is an opportunity for doctoral students to reflect upon their doctoral journey from a faith driven, Christian perspective. With their newfound status as a researcher, students will create a personal future research plan in their area of specialization. They will also create a future faith plan to identify how they will live out CUW's mission as graduates.	3
BUS 9400	Dissertation Advising (1 credit, taken 6 times) - This course will provide students a structured opportunity to work with their Research Advisor every semester. In BUS 9400, students will find resources and be required to submit all major steps in the dissertation writing process from beginning to dissertation completion. At the end of this continual, self-paced, pass/fail course, students will have completed and submitted their proposal, preliminary examination, dissertation, IRB approval, as well as their peer reviewed journal article or approved conference proceedings, in addition to all required forms needed for graduation. BUS 9319, 9327, 9335, 9339, 9360 were all cut when we did the specialization consolidation.	3

## DBA CONCENTRATION: ORGANIZATIONAL PERFORMANCE AND CHANGE

Leading Transformation and Change - This course is required for the students in the Organizational Performance and Change concentration who are the Doctor of Business Administration (DBA) program. The course will focus on change initiatives that target strategy, culture, learning organizations, as well as change programs at various levels of an organization. We will study the processes of designing change interventions as practiced in Organization Development. In addition, we will consider many of the factors that affect the success of change interventions. Change continues to be a major dynamic in organization life. Organizations are looking for leaders who can understand, lead and support organizational transformation. We will strive to get at the heart of transformational change at the individual, team and organizational level. By learning to anticipate and plan for change, we can strategically build strong, flexible, capable organizations that achieve transformation and change.

BUS 9320

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Contemporary Topics in Organizational Performance and Change - This course will provide a foundation for contemporary performance and change as the content provides a dynamic array of current topics from human resource development, change management, organizational management, human resources management and more. Current topics, relevant organizations, must-read books and more will make up this ever-changing course as we stay current on the most relevant issues in organizational performance and change.

BUS 9323

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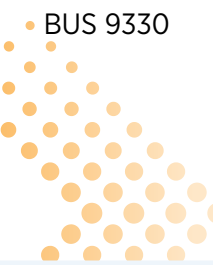
Prerequisites: (DBA 9010 or [BUS 9420](#)) and (DBA 9320 or [BUS 9320](#)).

Talent Management and Development - [BUS 9325](#) Talent Management and Development is an Organizational Performance and Change (OPC) concentration class in the Doctor of Administration (DBA) program. The course will provide a foundation for both Talent Management and Talent Development. Written with the scholar-practitioner lens, [BUS 9325](#) will include both practitioner based practicality with the peer-reviewed academic perspectives. The focus will be how to gain a competitive workplace culture advantage by acquiring, identifying, developing and promoting the best people. Topics will include Using Talent Management to Build a High-Performance Workplace, Talent Management Building Blocks including Competencies, Performance Management, Talent Forecasting, Succession Planning, Talent Mobility, and Key Components of Talent Development.

BUS 9325

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DBA CONCENTRATION: FINANCIAL AND ECONOMIC MANAGEMENT



BUS 9330

Economic Theory and Business Effectiveness - This course will introduce students to the powerful and practical applications of micro and macroeconomic theory. This course will address the importance of understanding the framework of economics and how its tools can be used to develop solutions to the problems encountered in the management of complex organizations. Micro-level topics covered will include demand and consumer behavior, empirical cost analysis, pricing practices, and market structures. The macroeconomic environment in which a business operates will also be analyzed; including, aggregate income, unemployment, inflation, interest rates and exchange rates and how these factors effect organizational performance and strategy. The course will conclude with a capstone business environment plan which invites students to apply the empirical tools and economic theories they have become proficient with to create a comprehensive analysis of the microeconomic and macroeconomic environment for a business. Course assessments will include reviews of scholarly journal articles, case studies, quizzes and a capstone project.

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BUS 9331

Financial Theory and Decision Making - This course develops students in management skills of decision-making and problem-solving of a business, using knowledge of ratios and financial statements. Using case studies of real-world circumstances, students are challenged to evaluate financial and managerial situations, recommend actions, and then evaluate decisions in light of the many issues faced in business organizations.

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BUS 9333

Applied Economics - The course covers a number of topics in applied economics. Specifically, it covers the topics of evaluating various social, economic, and business policies. It introduces a set of advanced methods of impact evaluation, such as Instrumental Variables, Regression Discontinuity Design, Difference-in-Difference, and Matching. Combined, this set of applied methods allows for developing complex data-driven decision-making. The course also covers a number of ethical challenges associated with conducting research in social studies. The students will learn how to recognize them and how Christian moral values can be helpful in navigating these challenges.

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