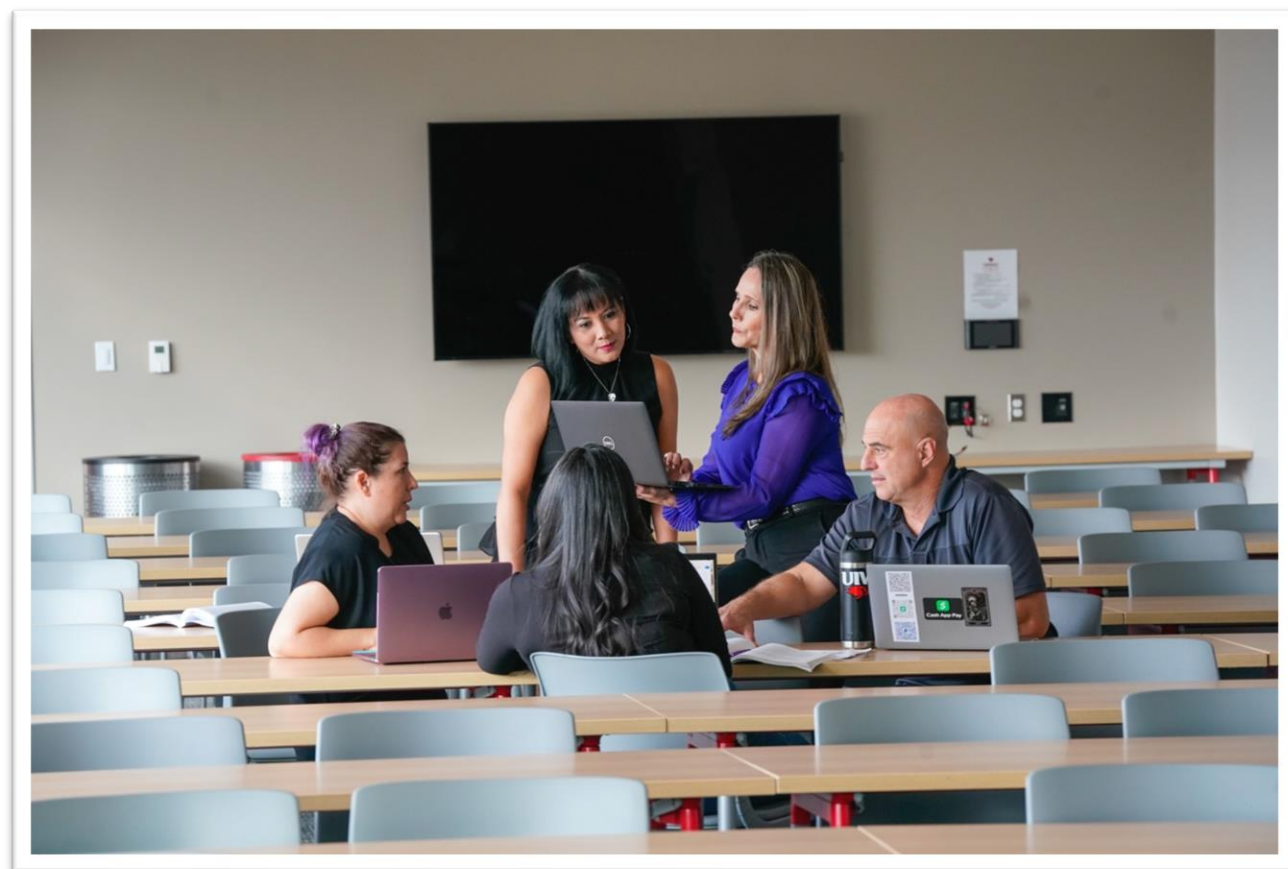


Doctor *of* Business Administration Handbook

2025-2026



UNIVERSITY OF THE INCARNATE WORD®

School *of* Professional Studies

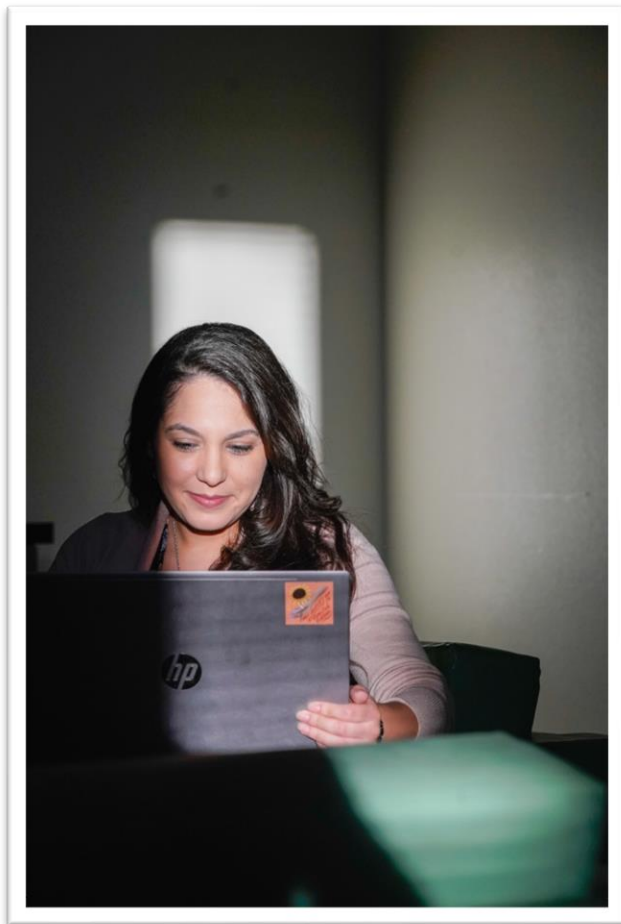
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Introduction

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 handbook and assumes his proper responsibilities concerning them.



The Mission of UIW

The first Sisters of Charity of the Incarnate Word, three young French women motivated by the love of God and their recognition of God's presence in each person, came to San Antonio in 1869 to minister to the sick and the poor. Their spirit of Christian service is perpetuated in the University of the Incarnate Word primarily through teaching and scholarship, encompassing research and artistic expression. Inspired by Judeo-Christian values, the Catholic Intellectual Tradition, and Catholic Social Teaching, the University of the Incarnate Word aims to educate men and women who will become concerned and enlightened citizens within the global community.

The University of the Incarnate Word is committed to educational excellence in a context of faith in Jesus Christ, the Incarnate Word of God. Thus, through a liberal education the university cultivates the development of the whole person and values of life-long learning. To that end, faculty and students support each other in the search for and communication of truth, thoughtful innovation, care of the environment, community service, and social justice.

The University of the Incarnate Word is a Catholic institution that welcomes to its community persons of diverse backgrounds, in the belief that their respectful interaction advances the discovery of truth, mutual understanding, self-realization, and the common good.

Guiding Principles and Objectives of Graduate Study

The Mission of the University of the Incarnate Word provides the guiding principles for all offered graduate studies programs. The university's graduate program seeks:

- To create an atmosphere of respect for each student, promoting individual self-realization, cultural diversity and intellectual stimulation
- To instill in each student a spirit of Christian service, based upon ethical reflection, social justice and the promotion of human dignity
- To develop concerned citizens and enlightened leaders who are prepared to meet the challenges of the future with creativity and responsibility
- The purpose of the graduate program is to encourage:
 - Mastery of scholarly techniques
 - Intellectual curiosity expressed in research and independent study
 - Investigation of advanced subject matter in breadth and depth
 - Ability to communicate the results of intellectually creative work
 - Contribution to the field through original research

For the convenience of employed persons, the majority of the university's graduate courses are offered in the late afternoon, evenings and on Saturday. Most graduate courses are available in an eight-week format. Graduate students are expected to assume responsibility for knowing policies governing their program, registration, change of schedule, withdrawal, and other UIW policies and procedures. For information about their curriculum and graduate policies, students may call their program coordinator or the Director of Graduate Studies.

Research

In accordance with the Mission of UIW, scholarly activity is guided by the principles of respect, truth and fairness. Research is an integral facet of graduate study, and students are encouraged to seek publication of work done in pursuit of advanced degrees. In research outside the thesis or dissertation where close collaboration with faculty advisors occurs, it is entirely appropriate for publications to be co-authored. Order of authorship should be subject to mutual agreement, based on the nature and extent of the contribution by the parties concerned and in accordance with the accepted practice of the discipline.

Advising and Registration

Upon acceptance to a program, graduate students must meet with their Academic Advisors before each term to discuss progress toward meeting degree requirements. The Academic Advisor's formal approval is required to permit registration. Students must make payment arrangements with the Business Office no later than the end of the registration period.

Course Load

Graduate students are categorized as full time or part time based on their credit hour enrollment. Full-time enrollment is six (6) credit hours per semester. Enrollment in less than six (6) credit hours is considered part time. Under certain circumstances, a full-time course load can be defined differently with the approval of the Director of Graduate Studies. Full-time enrollment for doctoral students is six (6) credit hours for course work and three (3) credit hours for dissertation/doctoral project. Any graduate student enrolled in a one (1) credit thesis, dissertation, or project completion course is considered part-time.

Important Contacts

Office	Phone	Email	Website
Office of Research & Graduate Studies	210-805-3555		http://www.uiw.edu/orgs/
Office of Financial Aid	210-829-6008	finaid@uiwtx.edu	http://www.uiw.edu/finaid/
Business Office	210-829-6043	busad@uiwtx.edu	https://www.uiw.edu/busoff/
Library	210-829-3835		http://www.uiw.edu/library/
Library - Research	210-805-5809		https://libguides.uiwtx.edu/gradstudies
Registrar	210-829-6006	registrar@uiwtx.edu	https://www.uiw.edu/registrar/
School of Professional Studies	210-805-5800	mteal@uiwtx.edu	http://www.sps.uiw.edu
Campus Police	210-829-6030		https://www.uiw.edu/police/
Help Desk	210-829-2721	helpdesk@uiwtx.edu	https://www.uiw.edu/ird/helpdesk/index.html
Northwest Center	210-614-6278	nwcenter@uiwtx.edu	https://sps.uiw.edu/locations/northwest-center.html
Security at Northwest Center	210-805-2546	ahines@uiwtx.edu	
Folletts Bookstore	210-829-6056	uiw@bkstr.com	https://www.bkstr.com/incarnatewordstore/home/
Graduate Catalog			https://uiw.smartcatalogiq.com/

Student Responsibility

Upon admission to the DBA program, students are required to read and understand the *Doctor of Business Administration Program Handbook and the Graduate Catalog*. 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.

At the beginning of each academic year, the *Doctor of Business Administration Program Handbook* is revised, as needed, and posted on the UIW School of Professional Studies website. When necessary, the student body is informed of any major revisions via emails and periodic electronic memos.

Doctoral Degree Requirements

Information below was taken from the UIW 2022-2023 Graduate Bulletin.

Access the Bulletin for more in-depth information:

<https://my.uiw.edu/registrar/catalogs.html>



IMPORTANT CONTACTS, SCHOOL OF PROFESSIONAL STUDIES

Interim Executive Director
Dr. Judith Kornberg

kornberg@uiwtx.edu

Associate Dean of Administration
Dr. Leah Alviar

lalviar@uiwtx.edu

210-832-5688

Director of Student Services
Ann Islas

aislas@uiwtx.edu

210-283-6419

Program Overview

The DBA builds on the knowledge and skills of students in business and business-related disciplines. This degree is a 45-hour program of 15 courses which includes a minimum of 3 courses of a supervised peer-reviewed publication, conference presentation, work-based project or dissertation. The DBA intends to create scholar-practitioners who are able to provide meaningful contributions to the advancement of business research and practice.

Courses in the DBA are offered via an 100% online or via a blended delivery method (depending upon the section offered in a 16-week semester). Students registering for online sections will have one mandatory 4-hour synchronous web-conference session at the beginning of the semester and the rest of the class will be taught online, depending upon the needs of the student and the instructor. Students registering for blended sections have to attend 2 mandatory 4-hour synchronous sessions in the semester, either in person at the Northwest Center or via web conferencing, in Months 1 and 3. While the remainder of the blended class is taught online, individual instructors can choose to have more synchronous sessions throughout the semester, depending upon student and subject matter needs.

Learning Outcomes

- Develop innovative principles & practices in business operations & management
- Conduct research for solving problems, making decisions, & communicating results & recommendations
- Use technology efficiently & effectively to achieve organizational and professional goals
- Employ ethical leadership capabilities to solve a variety of complex domestic & global issues
- Communicate effectively in diverse environments by aligning audience, medium, & message

Our Goal

Our goal is to provide a means for successful completion. Students will be asked to select a Faculty mentor (or one will be assigned) based on their academic and research interests. Please see the DBA Advisor for the Semester Plan form to complete showing your intended goals and progression to meet program requirements.

Admission Requirements

The DBA requires that applicants hold an earned master's degree in business (M.B.A.) from a regionally accredited university with an overall GPA of 3.0 or better. If an applicant's master's degree is not in a business area, the student may be required to successfully complete one or more master's-level graduate business courses to provide an adequate foundation in core areas of business studies including:

accounting, economics, finance, marketing, quantitative methods/statistics, and strategy. If an applicant's overall master's GPA is below a 3.0, they may report their Graduate Management Aptitude Test (GMAT) for consideration.

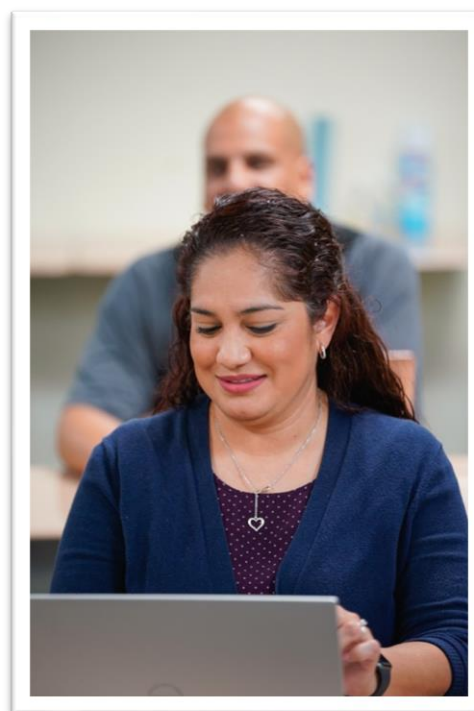
- In addition, the following is required:
- submit all official transcripts from each college and university previously attended;
- at least one professional and one academic letter of recommendation describing potential for successful doctoral studies;
- a current, professional resume; and
- a written statement of purpose detailing the applicant's fit with the University and the program.

International students are required to report their Graduate Management Aptitude Test (GMAT) scores along with the other credentials required by the University and the Office of International Admissions.

Admission Review and Notification

Once all application materials are received for admissions, the candidate's file will be reviewed by the DBA Admissions committee. The committee will review the file for writing proficiency, GPA, as well as all other admissions criteria.

Once the application review process is complete, applicants will be notified via email of an admission decision from the School of Professional Studies. Course registration information, pertinent information about financial aid, and other information concerning DBA courses are included in the letter of acceptance.



Continuation in a Doctoral Program

A course may count toward the degree only if the course grade is at least a "B." A doctoral student will be removed from the program if

1. a grade of "C" is earned in more than one course, or
2. a grade of "F" is earned in one course.

Grading criteria for courses counting toward the degree are defined by the individual doctoral program. Students in each program must meet minimum academic and professional standards for continuation in their program.

A student who chooses to discontinue pursuing a doctoral degree and is in good standing may apply to a master's program and request that the courses taken toward the doctoral degree be evaluated for applicability to a master's degree plan.

Determination of academic dishonesty, in any of its forms, may be grounds for dismissal from the program.

Dismissal from the Doctoral Program

Determination of academic dishonesty, in any of its forms, may be grounds for dismissal from the program. Students who do not meet the grading criteria of the program will be dismissed from a program.

Transfer Credits

As the DBA curriculum concisely and uniquely combines several traditional subject areas to form each of its 15 courses, all 45 credit hours must be completed through UIW's School of Professional Studies. Although students may have previously completed graduate coursework beyond the master's degree (including some doctoral coursework), transfer credit is not accepted into the 45 credit hour degree program.

Financial Policies

Tuition and Fees

A list of tuition charges and fees can be found at: <https://sps.uiw.edu/admissions/tuition.html>

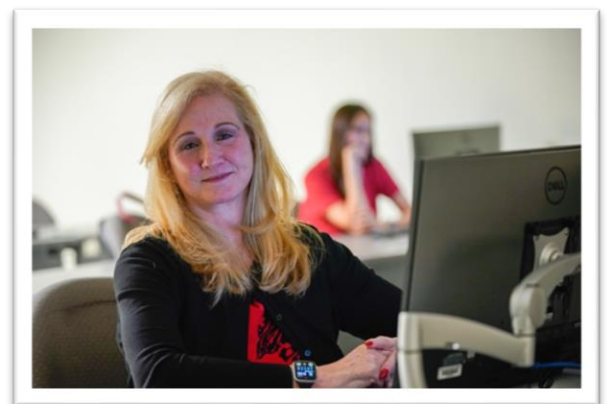
Financial Aid

Details for information about financial aid can be found at: <http://www.uiw.edu/finaid/index.html>

Graduation Requirements

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

1. A minimum of 45 semester hours of DBA coursework must be taken through UIW.
2. Maintain a 3.00 GPA to remain in the program.
3. Attainment of a grade no less than a B in all courses.
4. Submit a Graduation Application to the Registrar's Office
5. Successful completion of the 9 hours of culminating experience coursework.



Time Limit for Degree Completion

The time limit for completing the degree from the date of admission to the program is ten (10) years for the DBA. See the Graduate Bulletin for more information.

Under certain circumstances, upon recommendation of the program director, the Dean of School of Professional Studies may extend the time limit. However, if an extension beyond the published time limit for the degree is granted, the student will be required to fulfill requirements of a subsequent catalog.

Continuous Enrollment

Graduate students must maintain continuous enrollment with the university during the academic year. Continuous enrollment is defined as attending fall and spring semesters. Failure to maintain continuous enrollment will result in a student being declared inactive and subsequently dismissed from the program. Students who have been dismissed from a program for failure to comply with the continuous enrollment policy for two consecutive semesters and who wish to continue in the program must complete a new application for admission as a new student. New student applications are reviewed by individual programs and may or may not result in acceptance into the program even if an earlier acceptance was granted. Students who have interrupted their enrollment with an approved leave of absence may reapply to the university using the Graduate Application for Readmission, available on the School of Professional Studies website.

Leave of Absence

The Graduate Leave of Absence Policy assists graduate students who must temporarily withdraw from their programs. Reasons for requiring a leave typically include bereavement, illness, care giving, maternity, paternity, and call to active military duty. Students who are granted a leave of absence are declared inactive but not dismissed from the university; however, being declared inactive may affect loans or financial aid, health insurance, and access to university resources including libraries, computers, the Wellness Center, advising, dissertation/thesis committees, and other resources.

- A leave of absence will not be granted retroactively.
- Leaves of absence must be submitted with the appropriate supporting documentation.

To request a leave of absence, students must submit an application for a leave of absence to their graduate advisor, which then must be forwarded to the Dean of Research and Graduate Studies for review and approval.

Maternity and Paternity Leave of Absence

Students who must interrupt study temporarily because of birth of a child, adoption, foster care, or any related conditions may be granted a maternity and paternity leave of absence, contingent upon the submission of documentation. This documentation must confirm that a student is unable to engage in graduate study and should include a recommendation about when a student could be expected to re-enroll in studies.

Medical and Compassionate Leave of Absence

A student who must interrupt study temporarily because of physical or psychological illness or care for family member due to health or medical issues may be granted a medical and compassionate leave of absence, contingent upon the submission of documentation from a health care professional. This documentation must confirm that the student is unable to engage in graduate study; such documentation may include a statement about when the student may be expected to resume studies.

Military Leave of Absence

A student who must interrupt study temporarily to fulfill a compulsory military obligation for a specific length of time will be granted a military leave of absence to fulfill that obligation. The student seeking a military leave of absence must provide the Office of Research and Graduate Studies with written documentation from the appropriate military authorities, including dates of the period of obligation.

Personal Leave of Absence

Students who must interrupt study temporarily for reasons other than those described above may request a personal leave of absence. Reasons may include financial status or other critical matters in one's family, changes in employment and other situations as required by law.

Leave of Absence Eligibility and Criteria

Requesting a leave of absence. Complete the Leave of Absence form and submit along with any required documentation to the graduate advisor; if approved, the leave request is sent to the Office of Research and Graduate Studies for review and approval; the office will then notify the student, the student's advisor, the department and school, and the registrar if the request is approved. Students who do not secure a leave of absence in advance of the semester for which they will be on leave will not be guaranteed readmission.

Eligibility

A Leave of Absence is granted only to students who a) have completed at least one full semester at the University of the Incarnate Word and are in good academic standing, with a minimum GPA of 3.0, and b) are in good administrative standing, as defined by the criteria of continuous enrollment and the master's or doctoral program continuation criteria.

Length of Leave

The leave of absence may encompass up to twelve (12) months.

Extension of Leave

Extension of a leave of absence beyond the three (3) consecutive semesters (fall, spring, summer) may be possible given the individual circumstances faced by the student and requires a new application for a leave of absence.

Consequences of not filing for an extension of leave.

Students who do not file a request for extension of leave will be dismissed from the program.

Returning from a leave of absence.

To return after leave, students must submit an application for readmission and any extra documentation required for the type of leave as noted above.

Readmission after an Approved Leave of Absence

Graduate students who take a leave of absence must submit the Graduate Application for Readmission to the Office of Research and Graduate Studies no less than four (4) weeks before the semester begins. Students applying for readmission following a Medical Leave of Absence must also include a letter of approval from their health care professional confirming that the student is capable of returning to graduate study and proposing any medical limitations.

Returning from an Unapproved Leave of Absence

Graduate students who leave the university for two consecutive semesters (Fall, Spring) without having obtained an approved leave of absence and who wish to return to the university may not use the graduate application for readmission; these students must apply again for admission as new students. Admission as a new student requires that the student meet all the current qualifications (see the Graduate Bulletin current at the time of application) for admission to that program.

The Culminating Experience

The Culminating Experiences consist of the last 9 hours taken in the DBA. The courses are designed to allow the student to work on their peer-reviewed publication, conference presentation, work-based project or dissertation. Students will be required to re-enroll in 9300 if their peer-reviewed publication, presentation, work-based project or dissertation requires additional time. Students must successfully receive an A or B grade in a minimum of three semesters of 9300. To be successful, the student must make at least two unique selections (students may not publish three articles, make three presentations, or complete three work-based projects) to satisfy program requirements.



Please note: Students must be within 6 hours of completing degree prior to obtaining approval to begin any cultivating experience course. All 8300 courses must be completed before a student may begin 9300 courses.

Dissertation – DBA 9300

Writing a dissertation is one of the options available to DBA students at the School of Professional Studies. The expectation for dissertation is that the student will be working on one topic to create a 5 to 6 chapter thesis that will need to be approved by a committee consisting of at least 3 faculty members from SPS and 1 external reviewer appointed by the University of the Incarnate Word. One of the SPS faculty members will serve as the chair of the dissertation committee and s/he will be the primary mentor for the student. The key elements for a successful dissertation include, but are not limited to (1) completion of all data-related exercises prior to the proposal defense, (2) a successful proposal defense presentation before the SPS dissertation committee at least ONE semester prior to the final dissertation defense presentation, (3) a complete dissertation with at least 5 chapters, (4) a successful final and public dissertation defense presentation to the committee and other University members, and (5) submitting the thesis to the Office of Graduate Studies for final review in a timely manner.

All the requirements regarding formatting, references, and general expectations of honesty and integrity apply to the dissertation. However, there are templates on the web for dissertations at UIW available at: <https://canvas.uiw.edu/courses/479> which should help tremendously with formatting the Dissertation Proposal and the final Dissertation. Students also need to be very clear in understanding all the policies listed regarding the paperwork trail, proposal timelines, public defense timelines, etc. so that they can plan what the next few months of their lives are going to entail.

For more information, please see

https://www.uiw.edu/orgs/graduate_studies/academics/thesis-dissertation/

Publication

Academic writing of research papers/case studies are designed to help students identify, define, analyze, and critically present their own observations in an objective manner. The intent is to encourage students to delve deeper into the topic of their choice (within specific criteria set by the class instructor) by finding expert opinions, studies, data, and observations pertinent to that topic.

Presenting an argument, comparing various observations in the context of the topic, and defending a point of view with the help of data and facts instead of feelings is an essential component of success in the real world because it allows the student to learn how to think critically while asking the relevant questions and presenting them on an organized platform. If a student is planning to submit a paper for publication to an **academic, scholarly, peer-reviewed journal**, the student is required to complete a full write-up with the following headings: (1) Research Statement and Introduction (2) History/Context of the Problem Analyzed (3) Measurement/Consequences of the Problem (4) Results Analysis and Solutions and (5) Ethical Considerations and Conclusions.

Prior to submitting the paper/case study for consideration of publication in a journal, the student must get approval to do so from their faculty sponsor for the 9300 section as well as obtain the approval from at least one other instructor in the DBA program in order to get credit for the class. Failure to get the pre-approval may result in the student getting either no credit for the class or getting an F in the class. Any relevant IRB- protocols will also need to be fulfilled prior to the publication of the paper. The paper/case study must be accepted for publication within the 16-week window otherwise the student will get a grade of “S”, which implies that the section will need to be repeated for academic credit.

Presentation

Academic writing and presentations of research papers/case studies are designed to help students identify, define, analyze, and critically present their own observations in an objective manner. The intent is to encourage students to delve deeper into the topic of their choice (within specific criteria set by the class instructor) by finding expert opinions, studies, data, and observations pertinent to that topic. Presenting an argument, comparing various observations in the context of the topic, and defending a point of view with the help of data and facts instead of feelings is an essential component of success in the real world because it allows the student to learn how to think critically while asking the relevant questions and presenting them on an organized platform. If a student is planning to present a paper/case study at a **peer-reviewed academic conference**, the student is required to complete a full write-up with the following headings: (1) Research Statement and Introduction (2) History/Context of the Problem Analyzed (3) Measurement/Consequences of the Problem (4) Results Analysis and Solutions and (5) Ethical Considerations and Conclusions. ***Prior to submitting the paper/case study*** for consideration of presentation at a conference, the student must get approval to do so from their faculty sponsor for the 9300 section as well as obtain the approval from at least one other instructor in the DBA program in order to get credit for the class. Failure to get the pre-approval may result in the student getting either no credit for the class or getting an F in the class. Any relevant IRB- protocols will also need to be fulfilled prior to the presentation of the paper. The student must present the paper/case study within the 16-week semester window at an approved conference.

Work-Based Project

Work-based projects leverage the benefits of evidence-based management. Since many DBA students work and study simultaneously, they will have access to unique data and variables that will add to the knowledge base of their chosen research topics. Hence, students will be given the opportunity to complete a work-based project for which they will conduct practical research using rigorous qualitative and/or quantitative methods that apply DBA concepts to real-world problems in a way that adds to the literature in their respective research areas. Individually written work-based projects will include the following sections: 1) Introduction to the problem, 2) A comprehensive review of the literature, 3) An overview of sampling techniques, data, and measurement, 4) An overview of qualitative and/or quantitative methods proposed, and 5) Data results, interpretation, and policy recommendations. Once students complete their work, they will be encouraged to package results into a presentation they can take to a peer reviewed conference. They will also be encouraged to present their findings in a forum facilitated by UIW comprised of decision-makers from their work, UIW faculty, and UIW doctoral students. Finally, the work-based project research option will require students to complete UIW IRB training, a research proposal, and an evidence-based research project under the supervision of a primary faculty adviser and one or more secondary faculty advisers.

Doctor of Business Administration
Plan of Study (POS)

Name: _____ Student ID: _____

Enrollment Date: _____

Course Number	Course Title	Semester to Be Taken	Credits
DBA 8310	Business Ethics		3
DBA 8315	Qualitative Research		3
DBA 8320	Corp. Financial Decision-Making & Value Creation		3
DBA 8325	Quantitative Research & Analysis		3
DBA 8330	Survey Design, Development, & Deployment		3
DBA 8335	Business Operations & Process Improvement		3
DBA 8340	Writing for Publication & Presentation		3
DBA 8345	Marketing Research & Analysis		3
DBA 8350	Research Design & Analysis		3
DBA 8355	Practical Econometrics & Decision-Making		3
DBA 8360	Contemporary Global Issues, Trade, & Investment		3
DBA 8365	Business Strategy, Simulation, & Integration		3
DBA 9300	Culminating Experience (See Below)		3
DBA 9300	Culminating Experience (See Below)		3
DBA 9300	Culminating Experience (See Below)		3

All coursework, including the peer-reviewed publication, conference presentation, or work-based project courses, must be completed within the 10-year limit for completion of degree requirements.

As the DBA curriculum concisely and uniquely combines several traditional subject areas to form each of its 15 courses, all 45 credit hours must be completed through UIW's School of Professional Studies. Although students may have previously completed graduate coursework beyond the master's degree (including some doctoral coursework), transfer credit is not accepted into the 45-credit hour degree program.

Course Descriptions

DBA 8310 Business Ethics (3 credits)

An analysis of issues, problems, and potential solutions surrounding ethics and diversity patterns in the global business environment. Students will explore a variety of individual and organizational scenarios from a multidisciplinary and multi-stakeholders perspective.

DBA 8315 Qualitative Research (3 credits)

This course develops the understanding of the concepts and methods of qualitative analysis and explores the practical issues related to designing, using, and evaluating the qualitative methodology. Students study the philosophical assumptions underlying qualitative research, apply theory to an observed event, evaluate qualitative research articles and develop a qualitative proposal.

DBA 8320 Corporate Financial Decision-Making & Value Creation (3 credits)

In Corporate Financial Decision-Making & Value Creation, students will build upon their knowledge of managerial finance to measure and manage the risk and value of investment opportunities including venture capital investments, initial public offerings, equity investments, fixed income investments, leveraged buyouts, and mergers and acquisitions. Valuation tools including comparable company analysis, precedent transaction analysis, LBO analysis, relative analysis, and discounted cash flow analysis will be covered. Finally, special emphasis will be placed on using real-world data to estimate and evaluate all of the key components of a valuation opportunity including but not limited to forecasted cash flows, market returns, the risk-free interest rate, and measures of systematic risk in consideration of an organization's business units and current and future capital structure.

DBA 8325 Quantitative Research & Analysis (3 credits)

In Quantitative Research and Analysis, students will be introduced to quantitative techniques that will allow them to develop the acumen and instincts necessary to make data-informed decisions and to become a more effective business leader. The course begins with an overview of graphical methods, numerical descriptive methods, and the fundamentals of probability theory including discrete and continuous probability distributions. Inferential methods including hypothesis testing, confidence interval estimation, one sample tests, two sample tests, ANOVA, MANOVA, and Chi-square and nonparametric tests will also be covered. Special emphasis will be placed on sampling, measurement scales, and the evaluation of survey worth. Finally, students will learn how use technology to apply decision theory, regression techniques, time series analysis, and forecasting to real-world problems in business.

Prerequisite: DBA 8320

DBA 8330 Survey Design, Development & Deployment (3 credits)

Survey Design, Development, & Deployment covers the fundamentals of designing, developing and deploying survey instruments and tools for action research. Methods of survey deployment and analysis, including the use of statistical software packages, are covered. Students will develop and deploy instruments that incorporate a minimum of three different types of measurement questions designed to acquire cognitive, attitudinal, and behavioral data.

DBA 8335 Business Operations & Process Improvement (3 credits)

Business Operations & Process Improvement teaches students how to identify opportunities to add value along the supply chain, to improve organizational processes to better utilize resources, and to align operations, supply chain, and quality initiatives to obtain competitive advantage. Special emphasis will be placed on process design, mapping, and analysis using performance metrics including efficiency, throughput, and capacity utilization. Students will also be exposed to supply chain management including working with suppliers with different lead times, incorporating flexibility to prevent stock-outs, and estimating demand. Further, job, office, and facility design, inventory management, and resource planning and management will be examined. Finally, continuous process improvement frameworks including Lean Six Sigma, Six Sigma, and the Theory of Constraints (TOC) will be used to improve operations and quality.

DBA 8340 Writing for Publication & Presentation (3 credits)

Writing for Publication and Presentation is an advanced writing course in which students master the skills to determine the appropriate venue to disseminate research and practice. This course will enable students to critique and write (a) scholarly papers, (b) formal business documents, and (c) technical reports used in business using the appropriate style guide (APA, MLA, Chicago Manual Style). Students will also learn about the various forums for presenting to academic and practitioner audiences and how to distinguish the appropriate presentation medium based on audience and context.

DBA 8345 Marketing Research & Analysis (3 credits)

Marketing Research & Analysis applies qualitative and quantitative methods to better understand consumer behavior, to tap into the needs and preferences of an evolving marketplace, and to align firm activities to strategic initiatives using measurable results. Practical considerations in the areas of sampling, qualitative research design, survey construction and analysis, and data analysis and results interpretation will be demonstrated. Special emphasis is placed on modeling customer acquisition, customer retention, customer satisfaction, and the linkage between the attributes of a good or service and the needs and preferences of consumers. Students will learn how to define marketing research questions, how to formulate testable hypotheses, how to test hypotheses using the appropriate research methods, and how to use results to affect positive change in their organizations.

DBA 8350 Research Design & Analysis (3 credits)

Research Design and Analysis integrates concepts learned in Qualitative Research and Quantitative Research & Analysis. Special emphasis is placed on developing lines of inquiry, constructing the components of a research plan, and applying the research process to real-world problems in business. Students will also explore the merits of different design types including ex post facto, quasi-experimental, experimental, longitudinal, and simple pre- and posttest designs in light of threats to validity including history, contamination, and bias. The relationship between external validity and different sampling strategies including simple random sampling, stratified, systematic, cluster, and multi-stage cluster sampling will also be covered. For all designs discussed in class, students will learn how to use technology to perform measurements, structure data, conduct analysis, and interpret results. Prerequisite: DBA 8315 and DBA 8325

DBA 8355 Practical Econometrics & Decision-Making (3 credits)

In Practical Econometrics & Decision-Making, students build upon their understanding of important micro

and macroeconomic concepts using data and empirical analysis. Simple regression is elaborated upon to handle issues related to include multiple variables, model specification, functional form, measurement error, and violations of the assumptions of regression analysis. A step-by-step approach is used to examine modeling techniques including time series analysis, panel data models, limited dependent variable models, and instrumental variables regression. Special emphasis will be placed on using technology to collect, manage, and analyze data to better understand real-world problems in the areas of applied microeconomics, applied macroeconomics, investment analysis, sports analytics, international trade, and the economics of public policies and social issues. Prerequisite: DBA 8325

DBA 8360 Contemporary Global Issues, Trade & Investment (3 credits)

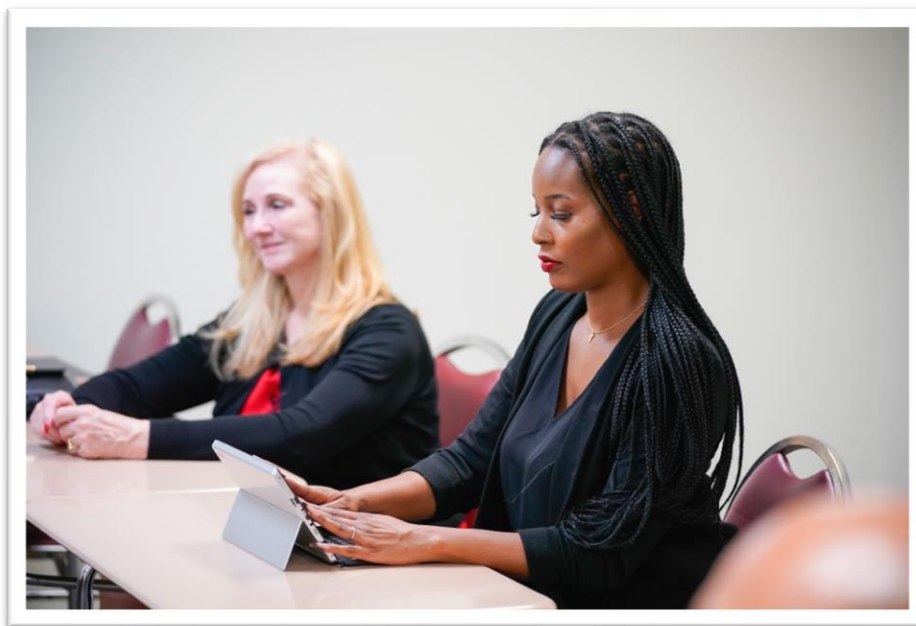
Contemporary Global Issues, Trade, & Investment covers what organizational decision-makers need to know about trade, industry structure, and investing in the global economy. This course begins with an overview of the drivers of international trade, foreign direct investment, and investments in foreign securities. Special emphasis is placed on hedging the risks associated with doing international business using forward-looking financial instruments including forward contracts, currency futures, currency options, and currency swaps. Topics in international finance including the balance of payments, exchange rate systems, parity relationships, and global money and banking are also covered. Finally, contemporary economic issues surrounding economic development, the role of the government in the global economy, and dealing with financial crises will be studied from the perspective of decision-makers doing business in a complex global environment.

DBA 8365 Business Strategy, Simulation & Integration (3 credits)

Business Strategy, Simulation, & Integration focuses on further developing the ability of students to define, synthesize, and evaluate business decisions in a complex global environment. Special emphasis will be placed on executing a simulated organization's strategy in light of its vision, values, and mission in a constantly changing marketplace. Special emphasis will also be placed on the integration of all of the functional areas of business including marketing, leadership, operations, finance, and human resource management in the presence of constraints imposed by the external environment such as the level of competition, product life cycle, industry life cycle, government regulation, and trade policy and politics. Finally, students will assess organizational performance using a balanced scorecard that measures return on equity, asset management, financial risk, human resource management, and accumulated wealth. Prerequisite: The successful completion of at least 33 credit hours in the DBA Program.

DBA 9300 Culminating Experience (3 credits)

This course is designed to allow the student to work on their peer-reviewed publication, conference presentation, or work-based project. Students may re-enroll in 9300 if their peer-reviewed publication, presentation, dissertation, or work-based project requires additional time. Students must successfully complete (receive an A or B grade) a minimum of three semesters of 9300 and must make at least two unique selections (students may not publish three articles, make three presentations, or complete three work-based projects) to satisfy Program requirements. Prerequisites: DBA 8350 Research Design & Analysis and DBA 8340 Writing for Publication & Presentation.



Progression Through the Program

Blended Instruction

Blended learning is a pedagogical approach that combines the effectiveness and socialization opportunities of the traditional face-to-face classroom setting with the technologically enhanced active learning possibilities of the online environment. Blended learning presents a fundamental redesign of the instructional model and typically includes the following characteristics:

- A shift from lecture to student-centered instruction in which students become active and interactive learners;
- Increases in interaction between student-instructor, student-student, student-content, and student-outside resources;
- Integrated formative and summative assessment mechanisms for students and instructor.

At UIW, a course is considered to be a blended if 15% to 85% of the instruction occurs when students and instructors are not in the same place.

Online Instruction

The University of the Incarnate Word defines online courses as those in which more than 85% of the instruction occurs without the students and instructor in the same place.

Course Policies

All policies and procedures as stated in the current University of the Incarnate Word Graduate Catalog apply unless otherwise stated.

Grading

The following grading system applies to courses taken for completion of graduate degree requirements:

“A” and “A” indicates a superior grasp of the subject matter of the course, initiative and originality in assessing problems and ability to relate knowledge to new situations.

“B+” and “B” indicates satisfactory performance in control of the subject matter and ability to apply principles with intelligence.

“B-” and “C” indicates less than satisfactory performance, and may disqualify the student for further study. See Continuation in the Doctoral Program, and the regulations of each degree program.

“F” indicates failure in the course or withdrawal without following proper procedures. See Continuation in the Doctoral Program.

“IP” indicates that the student’s achievement in the course has been satisfactory, but certain prescribed work is incomplete or the student was unable to take the final examination. A student requesting an IP grade must complete and sign an IP form, obtain signatures of the instructor and the appropriate curricular dean, and submit to the Office of the Registrar. A student’s registration will be blocked if there are six (6) or more credit hours of graduate classes with a grade of IP. Upon satisfactory completion of requirements specified in the IP Completion Form, the student will receive the grade merited by the quality of his or her performance. It is the student’s responsibility to complete all requirements for the removal of the IP grade within one year, or sooner as specified by the instructor. If the IP grade is not removed within the time specified, the IP will be changed to a grade of “F.”

“W” indicates withdrawal within the period specified in the semester calendar.

“P” indicates satisfactory performance at “A,” “A-,” “B+” or “B” level.

Grading in Culminating Experience Courses

“A” or “B” indicates successful completion of requirements for course. 3 hours will count towards graduation requirements

“S” indicates satisfactory. This is used in situations where the student is making progress but not yet published. Does not meet 3-hour requirement towards the graduation and course must be repeated until completion.

Grading Rubric

A	93-100
A-	90-92
B+	87-89

B	83-86
B-	80-82
C	70-79
F	69 and below

Grievance Policy

Student Complaint Policy

The University of the Incarnate Word is committed to fostering a learning environment that promotes academic excellence and personal development. Students are encouraged to voice their complaints and concerns in a manner that is respectful of the dignity of the individual, if any, who is the subject of the complaint. It is the policy of UIW that students with complaints are treated honestly and fairly, and that their complaints are handled in a timely manner with regard to resolution of the issue(s) presented. Any UIW student may express a concern or complaint by following these procedures. Please note that UIW explicitly prohibits any member of the UIW community from harassing or retaliating against students who file complaints.

Student Complaint Guidelines

Complaints are most effectively and efficiently managed by first expressing them to the individual, if any, who is the subject of the complaint. Students are strongly encouraged to first discuss their complaint directly with any such individual involved.

Grades/Academic Work

Students who believe they have received an unfair grade must first meet with their instructor. If the complaint is not resolved to the satisfaction of the student, the student shall have the right to appeal a decision in writing to the Dean of Professional Studies. More information can be found here: <https://uiw.smartcatalogiq.com/2022-2023/graduate-catalog/academic-policies-and-procedures/grades-and-academic-standing/grade-appeals/>

Canvas

All courses will use the Canvas platform. Safe Assign software is also utilized by the university to verify the originality of written work. Student may be required to submit assignments through Safe Assign software submitted or posted in Canvas courses.

Academic Misconduct

The University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The university expects its students to pursue and maintain truth, honesty, and personal integrity in their academic work. Academic dishonesty, in any form, constitutes a serious threat to the freedoms which define an academic community. The following definitions and guidelines have been established to secure the maintenance of academic integrity at the University of the Incarnate Word.

Forms of Academic Dishonesty (these include, but are not limited to:)

- A. Cheating on tests, examinations, or other class or laboratory work.
- B. Involvement in plagiarism (appropriation of another's work and the unacknowledged incorporation of that work in one's own written work offered for credit).
- C. Counterfeit work - including turning in as one's own, work that was created, researched, or produced by someone else.
- D. Falsification of Academic Records - knowingly and improperly changing grades on transcripts, grade sheets, electronic data sheets, class reports, projects, or other academically related documents.
- E. Unauthorized Reuse of Work - the turning in of the same work to more than one class without consent of the instructor involved constitutes academic dishonesty.
- F. Theft - unauthorized use or circulation of tests or answer sheets specifically prepared for a given course and as yet not used or publicly released by the instructor of a course, or theft of completed tests.
- G. Collusion - unauthorized collaboration with another person in preparing course work.
- H. Facilitating Academic Dishonesty - intentionally or knowingly helping or attempting to help another to violate a provision of the code of academic integrity.

Instructors who are concerned that some form of academic dishonesty has occurred shall confront the student directly and may take the matter to the dean of their college/school. Any member on the student body or the staff of the University of the Incarnate Word who is concerned that a student has engaged in some form of academic dishonesty should report the incident to the dean of the college/school which oversees the course in question. The college/school dean will then convene the college/school's Academic Honor Board and initiate the process of investigation outlined in II.B. below

Procedures for Investigating Claims of Academic Dishonesty and Assessing Sanctions can be found in the Graduate Bulletin

<https://uiw.smartcatalogiq.com/en/2022-2023/graduate-catalog/academic-policies-and-procedures/academic-integrity/>

Disability Statement

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E, Title III of the Americans with Disabilities Act (ADA), and Title III of the ADA Amendments Act of 2008 (ADAAA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. To qualify for services, the student must provide Student Disability Services with the appropriate documentation of his or her disability at the time services and/or accommodations are requested.

To request reasonable accommodations for disability, temporary disability (e.g., injury, surgery), please contact:

Student Disability Services

4301 Broadway CPO 286
Administration Building – Suite 105
San Antonio, TX 78209
(210) 829-3997 or (210) 829-6078
www.uiw.edu/sds

Discrimination and Harassment Policy

Discrimination and harassment are antithetical to the mission of the University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School and will not be tolerated. The University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School complies with all applicable federal and state nondiscrimination laws and does not engage in prohibited discrimination on the basis of race, color, nationality or ethnic origin, gender, age or disability in either employment or the provision of services. As a Catholic institution of higher education sponsored by the Sisters of Charity of the Incarnate Word, the University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School is, however, exempt from compliance with some provisions of certain civil rights laws, including some provisions of Title IX of the Education Amendments of 1972.

The University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School is exempt from the prohibition against religious discrimination of the Civil Rights Act of 1964. In accordance with 41 CFR Section 60-1.5, it shall not be a violation of the equal opportunity clause required by Executive Order 11246 for the University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School to establish a hiring preference for applicants of the Catholic faith. The University of the Incarnate Word/Incarnate Word High School/St. Anthony Catholic High School reserves the right to exercise this hiring preference as required to maintain its Catholic identity.

Title IX Complaints

Unlawful discrimination has no place at the University of the Incarnate Word. It violates the University's core values, including its commitment to equal opportunity and inclusion, and will not be tolerated. The University of the Incarnate Word prohibits sexual misconduct, that can include: (1) sex and gender-based discrimination; (2) sexual and sex and gender based harassment (including a hostile environment based on sex or gender); (3) sexual assault; (4) sexual exploitation; (5) stalking; and (6) relationship violence (including dating and domestic violence). For more information, or to report an incident, please visit www.uiw.edu/titleix.

