Doctor of Business Administration, Organization Development

Program Handbook

This document provides information regarding the structure and content of the DBA program. Certain details, such as the wording of course titles and descriptions and course sequence may change. For official academic information on the DBA program, visit the Online Programs Catalog: catalog.jwu.edu/online
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About Johnson & Wales University

JWU Facts
Founded in 1914, Johnson & Wales University is a private, nonprofit, accredited institution with more than 15,000 graduate, undergraduate and online students at its four campuses in Providence, Rhode Island; North Miami, Florida; Denver, Colorado; and Charlotte, North Carolina. An innovative educational leader, the university offers degree programs in arts and sciences, business, culinary arts, design and engineering, education, health and wellness, hospitality, nutrition, and physician assistant studies. Its unique model integrates arts and sciences and industry-focused education with work experience and leadership opportunities. The university’s impact is global, with alumni from 123 countries pursuing careers worldwide.

Accreditation
JWU is accredited by the New England Commission of Higher Education (formerly the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc.), including its online programs. NECHE is a regional accrediting agency recognized by the U.S. Department of Education and the Council for Higher Education Accreditation (CHEA).

University Essential Learning Outcomes

Professional Competence
Graduates will demonstrate the knowledge and skills required to succeed in their chosen profession.

Foundation for Lifelong Learning
Graduates will demonstrate the knowledge and skills necessary for lifelong learning, including competence in communication, critical and creative thinking, quantitative and scientific reasoning, and the ability to evaluate, integrate and apply knowledge from multiple perspectives when making decisions and solving problems.

Global and Community Citizenship
Graduates will demonstrate the necessary skills, including an awareness of ethical responsibility and cultural/global diversity, to live and work collaboratively as contributing members of society.

JWU Mission & Guiding Principles
Johnson & Wales University... an exceptional education that inspires professional success and lifelong personal and intellectual growth.

In support of our mission and recognizing the importance of preserving our unique student-centered culture, we are guided by the following principles:
- Undertake continuous improvement and planning for a sustainable future.
- Foster an evidence-based teaching and learning environment.
- Support faculty scholarship to advance our status as a teaching and learning institution.
- Maximize student potential by enriching our academic programs with experiential and work-integrated learning.
- Value our faculty and staff.
- Embrace diversity for a richly inclusive community.
- Practice ethical citizenship in all aspects of university life.
- Act as a good steward of our resources to support the needs of our students, faculty, and staff.
About the College of Business and the College of Online Education

The online Doctor of Business Administration degree program is developed and assessed by the College of Business and delivered through the College of Online Education.

College of Business

Johnson & Wales University (JWU) has a long history of being well established in delivering a multitude of disciplines in business education. Johnson & Wales was founded as a business school in 1914; became a Junior College of Business in 1960, offering baccalaureate degrees beginning in 1970; became a university and established the Graduate School in 1985; and, in late 1991, instituted the multi-college system, formally establishing the College of Business.

Learn more about the College of Business: jwu.edu/campuses/providence/colleges/college-of-business.html

College of Online Education

The College of Online Education was established in 2013, with distance education offerings beginning in 2010. The mission of the College of Online Education is to deliver strategically-selected university academic programs in a high quality online format to working adult professionals. To accomplish its purpose, the College effectively leverages technology and other creative delivery approaches to offer an exceptional education and enhanced professional success for students, in alignment with the university’s mission.

Learn more about the College of Online Education: online.jwu.edu

From the Dean of the College of Business

“The world of business is characterized by constant change, uncertainty and opportunities. And nowhere can you get a better preparation for these challenges than by enrolling in this cutting edge Doctor of Business Administration degree program. The program is designed to prepare individuals to thrive in a dynamic, global marketplace and to achieve career goals and success. Education at the doctoral level represents an important investment of time and financial resources — and I believe you’ll find it is a worthwhile pursuit.”

Louis D’Abrosca, EdD
About the Program

DBA Program Description

The Doctor of Business Administration program equips senior business practitioners and high-potential individuals with both the applied and research skills needed to become executive-level organizational leaders, industry innovators, consultants and policy makers. Students ethically address complex and practical business challenges and learn how to transform business practices to create organizational optimization, growth and sustainability. The program is designed with a concentration in Organization Development to meet the needs of public and private sector organizations.

Individuals working in a wide array of industries, in for-profit or nonprofit settings, will advance communication, analytical and critical-thinking skills through the study of business theory, core business functions, applied research, and contemporary strategic and operational business challenges. Graduates are prepared to add value to their organization or industry through new approaches to the development of strategy, processes, people and metrics.

These skills are essential in increasingly complex, global and competitive economies, where organizations are navigating challenging times and environments. Regardless of industry, difficulties are being experienced by for-profits and non-profits alike. They need, and expect, that current and future employees and consultants will think critically and creatively, be able to strategically and operationally solve business problems, make data-driven decisions, develop and lead initiatives for innovation and change, and expand organizational capacity and enhance performance.

For those seeking faculty positions in higher education, the Doctor of Business Administration is considered a terminal degree.

What Students Can Expect

The DBA is a fully-online program that is both engaging and relevant. Students experience a rigorous and comprehensive curriculum designed for working professionals that culminates with a written dissertation and oral defense. The program moves quickly, one course at a time, for just 8 weeks each. Courses are strategically offered to support student learning and scholarship while providing an exceptional experience.

The DBA program employs integrative online learning platforms, making engagement in the program and connection with faculty and cohort members seamless. Course discussions, assignments and projects are stimulating and promote the acquisition of knowledge and competence.

Courses are primarily delivered through an asynchronous model. Although not mandatory, most courses contain a synchronous aspect to them to support engagement. These synchronous sessions are recorded and posted for review purposes, or in the event students are not able to “attend.” Students work within uLearn, the university’s Blackboard learning management system.

Since cohort members may come from a variety of industries, students have the unique opportunity to learn from each other in unexpected ways. Students may be employed in different types of businesses, healthcare, government, the military, higher education or nonprofits. Through applied theory and research, graduates are prepared to approach problems as evidence-based managers and thought leaders in their field.

Additional curriculum information is available in DBA Program Structure and Curriculum; additional dissertation information is available in Applied Research in the DBA.
Faculty

Johnson & Wales University has a long history of hiring and working with high-quality faculty members who are actively engaged in effective teaching to ensure student learning, as well as in scholarly activities to continually enhance their own knowledge and skills. The DBA faculty are terminally-degreed individuals from our campuses in Providence, Rhode Island; North Miami, Florida; Denver, Colorado; and Charlotte, North Carolina.

They have professional expertise in their field of study, strong academic credentials, and extensive experience in online course development and delivery. They know how to engage with and connect students through our online platforms, providing an enhanced, robust and encouraging learning environment. They act as faculty advisors beginning at the end of Year 1, supporting and guiding students through to dissertation completion. Additional dissertation information is available in Applied Research in the DBA.

DBA Program Learning Outcomes

Upon completion of the program, graduates are expected to:

- Design, conduct and present applied research that addresses practical business problems.
- Employ advanced communication skills to share complex information, organizational vision and actionable guidelines within business environments.
- Apply contemporary business leadership theories, knowledge of core business functions and evidenced-based practice to address issues faced by senior leadership.

Organization Development Concentration:

- Apply organization development theory to improve organizational capacity for strategic change through systematic interventions.

DBA Program Goals

The JWU DBA Program has been expressly designed to meet the following goals:

- Provide business leaders with the research, analytical, critical-thinking and decision-making skills to:
  - Conceptualize, investigate and solve complex and practical business problems
  - Transform from leader to thought leader and innovator
  - Expand organizational capacity for innovation and change
  - Use new tools, insights and perspectives in strategy development and evidence-based practice
  - Advance knowledge within their industry through a completed dissertation

Advantages of JWU’s DBA Program

- Relevant nature of curriculum that is comprehensive and career-focused
- Qualifications, experience and expertise of the faculty
- Flexibility and convenience of fully online program, no residency requirements
- Students focus on one course at a time
- Courses are 8 weeks, giving students the ability to move quickly through content
- Expected 3-year completion
- Dissertation advisement begins at the end of Year 1
- Lock-step dissertation model designed to guide students through the dissertation process
Admissions Process

Recruiting talented individuals is the goal of the Johnson & Wales University DBA program. Basic admissions requirements must be met to ensure each candidate’s appropriateness and interest in the program.

Basic Admissions Requirements

Admissions requirements are set specifically to assure that students are prepared for the academic challenge of doctoral work and have the necessary academic and professional background. To be admitted into the DBA program, applicants must have:

- Five years of management or industry leadership experience, or equivalent experience as a business educator in higher education.
- A master’s degree with a concentration in business or business-related field from a regionally accredited institution. If an applicant’s master’s level program is not in a business-related field, an additional three years of management experience is required.

If above requirements are met, applicants are vetted as they move through the following steps:

- Submit application at online.jwu.edu/doctoral-application.
- Submit official transcripts from undergraduate and graduate coursework.
- Submit a personal statement, demonstrating clear, succinct and well-reasoned writing that discusses (a) how applicant’s educational and personal experiences influenced the decision to pursue a DBA; (b) career goals and how this degree will help to achieve those goals; and (c) a problem, issue or concern, related to the applicant’s profession/industry or workplace, that he or she hopes to address or improve (1,500 words or less).
- Submit a resume that includes job responsibilities, relevant experience, achievements and education history.
- Request 2 letters of recommendation.
- Participate in a video-conference interview (Only select applicants will interview as the final step in the process.)

Due to the applied nature of the DBA program and the level of experience required of applicants, the GMAT or GRE are not required.

For international students whose native language is not English, proof of English language proficiency is required (see catalog.jwu.edu/admissions/international/toeflrequirements for more information). This fully-online program is not available to international students living in the United States.

Interview Process

If selected, DBA applicants are interviewed by the program director and one faculty member via video conference (Skype or Zoom) as the final step in the application process.

Admission

Admission decisions are made on a rolling basis throughout the year. The deadline for application to the program is July 15, 2019, for Fall 2019 admission. However, students are encouraged to apply early, as the size of each cohort is limited.

Admission decisions are made within 30 days of receipt of all application materials, including completion of the interview.

Apply at online.jwu.edu/dba and click the “Getting Started” tab. Undergraduate and graduate transcripts, personal statement, résumé, and references can be emailed to onlineadmissions@jwu.edu or mailed to JWU College of Online Education Admissions, 115 Cedar St. Providence, RI 02903.
DBA Program Structure and Curriculum

Basic Program Requirements

To earn the Johnson & Wales DBA degree, students must meet all program requirements which includes completing all coursework, achieving the minimum stated grade point average, and completing the dissertation requirements.

Although there are no official prerequisites, if students have not recently taken a statistical methods course or do not utilize statistical methods in their work, two options are offered to support student learning:

- **Option 1: Statistical Methods Course** — course is instructor-led and fully online (additional fee applies).
- **Option 2: Statistical Methods Primer** — course is self-paced, no instructor, module-based and fully online (no fee applies).

Students are encouraged to take advantage of one or both of these options either prior to the start or early in the program.

Program Structure

The 54-credit online DBA program includes 8 core courses, 3 concentration courses, 3 research courses and 4 dissertation courses. A required, no-credit online orientation is the first step in assuring a smooth transition to doctoral study, online learning and Johnson & Wales University. The DBA is completed in 3 years but may be extended an additional 2 years for program completion, if necessary (additional fees apply). Students may transfer up to 3 courses (9 credits), which are reviewed on an individual basis; dissertation courses are excluded.

The program is delivered in a cohort, semester-system model with two 8-week sessions in each of the fall, spring and summer semesters. Students focus on one 3-credit course at a time, allowing for efficient progression through the program. A mentored dissertation model is employed.

Required Grades and Academic Standing

DBA students are required to maintain a minimum cumulative grade point average of 3.00, no course grade lower than B-. Continuous enrollment in the program is required. Additional information on academic standing and grading system can be found at catalog.jwu.edu/handbook/academicpolicies/academicstanding and catalog.jwu.edu/handbook/academicpolicies/gradingsystem/#graduatetext.

From a Program Professor

“Students will find the videos, discussion forums and interactions with professors second to none! The faculty and staff place a premium on student engagement, excellent service and positive brand experiences.”

John Krupa, DBA
# Curriculum

All DBA students must complete the curriculum specified below:

## Year 1

<table>
<thead>
<tr>
<th>TERM</th>
<th>COURSE NUMBER AND TITLE</th>
<th>CREDITS</th>
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<tbody>
<tr>
<td>FALL</td>
<td>Organizational Strategy and Design</td>
<td>3</td>
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<tr>
<td></td>
<td>Research Design</td>
<td>3</td>
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<tr>
<td>SPRING</td>
<td>Organizational Behavior</td>
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<td></td>
<td>Innovation and Change</td>
<td>3</td>
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<tr>
<td>SUMMER</td>
<td>Quantitative Methods</td>
<td>3</td>
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<td>Qualitative Methods</td>
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## Year 2

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<tbody>
<tr>
<td>FALL</td>
<td>Contemporary Leadership Issues</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Business Analytics and Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>SPRING</td>
<td>Contemporary Issues in Finance and Accounting</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Advanced Strategies in Organization Development</td>
<td>3</td>
</tr>
<tr>
<td>SUMMER</td>
<td>Problems and Methods in Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Executive Decision-Making</td>
<td>3</td>
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</tbody>
</table>

## Year 3

<table>
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<th>COURSE NUMBER AND TITLE</th>
<th>CREDITS</th>
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<tbody>
<tr>
<td>FALL</td>
<td>Dissertation: Proposal</td>
<td>3</td>
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<td></td>
<td>Organizational Interventions – Disruption and Change</td>
<td>3</td>
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<tr>
<td>SPRING</td>
<td>Leading and Managing Large-Scale Transformation</td>
<td>3</td>
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<tr>
<td></td>
<td>Dissertation: Problem Statement and Literature Review</td>
<td>3</td>
</tr>
<tr>
<td>SUMMER</td>
<td>Dissertation: Methodology and Analysis</td>
<td>3</td>
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<tr>
<td></td>
<td>Dissertation: Discussion and Contribution</td>
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Orientation

Introduction to Doctoral Studies

A required, no-credit online orientation is the first step in assuring a smooth transition to doctoral study, online learning and Johnson & Wales University. Students become acquainted with university resources, technologies, policies, the dissertation research process and scholarly writing. They also have the opportunity to connect with fellow cohort members.

Core Courses

Organizational Strategy and Design

This course provides insights on how to build, change and organize business structures, as well as investigate strategic theories, tools and best practices, applied to real case studies. Students review scholarly literature and other sources of information on developing business strategy and organizational architecture.

Organizational Behavior

This course focuses on the theoretical and practical models and implications of organizational behavior and its relationship to individual, group and organizational challenges and opportunities. Students learn how to best leverage their human resources and create a productive and ethical work environment by studying concepts such as diversity in the workplace, perception and attribution processes, motivation and individual differences in organizations, group dynamics and decision-making, teamwork, leadership, job performance and satisfaction, and quality improvement programs.

Innovation and Change

This course focuses on research, evaluation and application of organization change and innovation theories. Students evaluate change and innovation research and apply their understanding to the development and presentation of organization change plans. Students analyze cases and synthesize scholarly research related to their industry/and or interest area to produce a literature review supporting their doctoral research. Upon completion of this course, students are able to develop quantitative and qualitative proposals for organization change and innovation research.

Contemporary Leadership Issues

This course is designed with the experienced leader in mind. Students learn the latest research pertaining to individual, team and organizational leadership. Emotional intelligence, particularly self-awareness, is the foundation for leadership competence and personal power. Students gain insights that serve as the foundation for authentic, positive communication (verbal and non-verbal), principled decision-making and moral authority. Emphasis is on understanding leaders’ influence on organizational culture, climate, human resource development and corporate social responsibility. Communication technology, the shift of power to consumers, and changes in societal values are powerful forces causing organizations to become transparent and integrate authentic values with brand image.

Business Analytics and Intelligence

This course applies key concepts of business intelligence from an executive management perspective in the contemporary business environment. Students learn how to leverage big data and systems to develop and evaluate strategic alternatives, make better informed decisions, and effectively manage business. This course includes an overview of uses and users of business intelligence, as well as the type of applications and tools that may be deployed in business analytics to foster data-driven decisions in the new digital and global economy.
Contemporary Issues in Finance and Accounting

This course covers the fundamental principles and core tools used in corporate finance relevant to strategic decision-making. Topics include the analysis of a firm's performance, cash flow valuation, the assessment of capital investment opportunities, the cost of capital and capital structure, managing firm growth, risk assessment, and short-term financial planning and management. The theoretical and conceptual underpinning of each topic and its use in applied work is discussed.

Problems and Methods in Marketing Management

Students evaluate and create marketing strategies within the context of business strategy. Assets, core competencies, the value proposition, product-market investment strategies and interdependent functional strategies (e.g., HR, operations) create the competitive strategy that informs marketing strategies for products and brands. Students learn the theories of the field including both key seminal literature and current published research. Students explore problem-solving techniques for practical application through cases and modeling techniques, and study current developments in marketing from both academic and practitioner perspectives.

Executive Decision-Making

This course allows students the opportunity to enhance critical-thinking and reasoning skills concerning strategic business issues involving ambiguity and uncertainty. Students learn to structure the decision-making process and use quantitative techniques such as decision trees and simulation, as well as qualitative tools such as estimating probabilities. Estimating risk tolerance, prioritizing objectives, and the ability to generate and evaluate alternatives are covered for managerial decision-making.

Organization Development Concentration Courses

Advanced Strategies in Organization Development

This course focuses on aligning organizations with the rapidly changing and complex environments through organizational learning, knowledge management and transformation of organizational norms and values. Key concepts of organizational development theory are discussed, including organizational climate (mood or personality, including attitudes and beliefs that influence members' collective behavior), organizational culture (deeply-seated norms, values and behaviors that members share) and organizational strategies (how an organization identifies problems, plans action, negotiates change and evaluates progress).

Organizational Interventions — Disruption and Change

This course prepares students to diagnose the internal and external environments when disruption and change occurs in organizations, and provides them the skills to develop plans to support the organization as it undergoes changes. Students utilize research in several fields to make informed decisions and collect research within organizations to make decisions, including psychometric assessments. Students gain an understanding of the psycho-social impact of such changes on the workforce and make appropriate group-level and individual-level interventions. Students develop coaching and process consultation skills for future application in organizational development.

Leading and Managing Large-Scale Transformation

This course focuses on research, evaluation and application of management theories pertaining to large-scale organization transformation. This course builds upon the management foundations explored in the core courses of the program and complements the organization development concentration courses. Large scale transformations of organizations are complex and multifaceted, and consequently require leaders to adopt numerous lenses to effectively understand and influence change. The four key theoretical frameworks are explored: 1) systems theories, 2) complexity theories as they pertain to organizational leadership, 3) global/international dimensions of organizational culture, and 4) organizational ethics theories. Students analyze cases and synthesize scholarly research related to their industry/and or interest area to produce a literature review supporting their doctoral research.
Research Courses

Research Design
This course prepares students to identify, synthesize and analyze research and apply it to issues and challenges in business settings. Focus is on the identification and analysis of researchable problems, formulating research questions, critiquing existing research studies, and using research to improve policies, programs and practices.

Quantitative Methods
This course focuses on quantitative research methodologies, instrumentation, data collection and analysis processes, and the interpretation and presentation of results. Common statistics topics for doctoral students are covered, including when and how to use them in the context of practical business decisions. These include probability and descriptive statistics, forecasting methods, sampling distributions, hypotheses testing, analysis of variance and regression analysis. Statistical analysis software (SPSS) is used to interpret results and evaluate reliability and validity. Case studies are reviewed to support learning.

Qualitative Methods
This course focuses on the use of qualitative research inquiry for discovering, observing and analyzing a variety of organizational phenomenon. Topics include ethnography, grounded theory, phenomenology, case study, focus group and narrative research approaches, employing interviewing, discourse/content analysis and participation observation methods. Students discuss assumptions of qualitative inquiry, standards of sampling, ethics and trustworthiness. Data analysis software (QDA Miner) is introduced. Case studies are reviewed to support learning.

Dissertation Courses

Dissertation: Proposal
This course is the first in a series of four courses designed to support students in the development and completion of their doctoral dissertation. In this course, students develop and complete their dissertation proposal for approval. The proposal must be approved by the major advisor and the setting, system or institution where the research will take place.

Dissertation: Problem Statement and Literature Review
This course is the second in a series of four courses designed to support students in the development and completion of their doctoral dissertation. Emphasis is on the skills necessary to critically and thoroughly evaluate the professional literature, as students complete a comprehensive literature review for their area of research.

Dissertation: Methodology and Analysis
This course is the third in a series of four courses designed to support students in the development and completion of their doctoral dissertation. In this course, students design an evidence-based research methodology approach to investigate the problem identified and approved in the Dissertation: Problem Statement and Literature Review course. Students complete the data collection process, beginning with obtaining permission and human subject approval and ending with data analysis. Dissertation chapters three and four are completed as part of this course.

Dissertation: Discussion and Contribution
This is the final course in a series of four courses designed to support students in the development and completion of their doctoral dissertation. In this course, students complete the dissertation process. Students formulate and explain the implications and value of the research findings for management practice, and make specific recommendations to improve management practice. Prior to the end of the module, students successfully defend the dissertation research and publish their findings.
Applied Research in the DBA

Dissertation Process

DBA candidates are required to complete a doctoral dissertation. It is an integral component of the program and serves as a demonstration of academic excellence and expertise in applying the science of business, with all its expected rigor. The dissertation is a 5-chapter published document and requires an oral dissertation defense (which is done remotely).

The dissertation process for JWU DBA students focuses on an applied research project, placing value on the relevance of findings to the researcher. It is designed to make a positive difference in an organization setting, specific to the researcher’s employer or industry. Research addresses an authentic problem, issue or concern based on theory and supported by appropriate methodological and statistical applications.

The dissertation process is comprised of a series of lock-step courses specifically designed to guide students from the proposal stage through chapter completion, and culminating in the dissertation defense. This approach creates a schedule intended to make on-time completion very manageable for students. The research prospectus, a thoughtful and reflective paper, will be the initial plan for your proposed study — a preliminary proposal. You will complete the prospectus over your second year, preparing you for proposal development and approval.

Prior to beginning the DBA program, students should be thinking about an important business problem to investigate that is of strategic importance to their own organization, industry or sector. This will allow them to begin the dissertation process early and focus their studies and assignments from coursework on the desired area of research.

Faculty Advisors

Each student will have a 2-person dissertation committee. A faculty lead advisor is assigned from JWU full-time faculty at the end of Year 1. At the end of Year 2, a second reader is selected by the student from full-time or part-time faculty or outside individuals that have specific expertise, with the approval of the program director.

From a Program Professor

“The greatest advantage of the DBA program at JWU is our dedication to continuing instruction and support through the dissertation phase. We are committed to taking the entire journey with you.”

Stacey Kite, DBA
Dissertation Outline

The dissertation and process are explained more fully in the Dissertation Handbook; for informational purposes only, the basic outline is included below. Essentially, the dissertation will need to show relevance, be tied to appropriate scientific literature, and have appropriate methodology and analysis to support conclusions.

Research Prospectus
- Initial plan for conducting a study
- Preliminary proposal
- Short paper presenting a balanced view of the proposed study

The Proposal (Dissertation Plan)
- Introduction, background, and statement of the problem
- Purpose of the study and the research question(s) or hypotheses
- Methodology and resulting actions
- Preliminary references and work plan

Chapter 1: Introduction
- Introduction, background, and statement of the problem
- Purpose of the study and the research question(s) or hypotheses
- Significance of the study
- Definition of terms and assumptions
- Conclusion

Chapter 2: Review of the Literature
- Introduction and research description
- Conceptual or theoretical framework
- Review of research

Chapter 3: Methodology (Quantitative, Qualitative, or Mixed-Method Design)
- Introduction and research design
- Setting/participants and/or population, sample and instrumentation (dependent upon research design)
- Data collection and analysis
- Conclusion

Chapter 4: Research Findings
- Introduction
- Findings
- Conclusion

Chapter 5: Conclusions, Discussion, and Suggestions for Future Research
- Introduction
- Summary of findings
- Conclusions and discussion
- Suggestions for future research
- Conclusion
Program Leadership and Faculty

DBA Administration

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Educational background in organizational and human resource management. Successful entrepreneur and experience as senior human resource and operations management executive. A Senior Certified Professional from the Society for Human Resource Management (SHRM-SCP), a Senior Professional in Human Resources (SPHR), and Project Management Professional (PMP).

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Educational background in human resource studies and education. Interests focused in the area of mathematics and statistics education reform, specifically the transformation from the study of computational mathematics to that of quantitative reasoning.

James Griffin, EdD
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401-598-5042

Educational background in hospitality administration, education, and curriculum/instructional media technology. Commercial sector executive leadership experience. Areas of special interest include organization development theory and leadership, finance and business planning, product innovation, and sustainability in food-service and food manufacturing.
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Educational background in research, marketing and management. Areas of interest include marketing research, customer satisfaction and loyalty, assessment, and youth Internet risk. Lead author of the first two versions of the Survey of Internet Risk and Behavior.

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Educational background in counseling, management and organizational leadership. Areas of interest include emotional intelligence in leading change, transforming organizational culture to create competitive advantages, creating meaningful work, employee engagement and performance improvement.

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Educational background in marketing, industrial management and information technology. AMA Professional Certified Marketer and peer reviewer for Journal of Marketing. Experience in large-market product development, advanced data analytics, and value creation and delivery. Areas of expertise include situation analysis, marketing strategy, social media and integrated marketing communications.

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Educational background in management and organizational leadership, currently completing his doctoral work. Extensive international experience collaborating on multidisciplinary projects with partners in education, government and the private sector. Special areas of interest include leadership, organizational behavior, change and innovation management, and entrepreneurship. Scholar-practitioner with a keen appreciation for and understanding of cultural differences.

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Educational background in education, mathematics, research and statistics. Areas of interest include technology and e-learning, research, and statistics; well-published and frequent presenter/participant in education/technology forums. A Certified Data Educator (CDE) and researcher/contributor for the Association of Computing Machinery (ACM) e-learn magazine.

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Educational background in management, education leadership and online teaching. Successful entrepreneur and recognized by the American Culinary Federation (ACF) as a Certified Executive Chef (CEC), a Certified Culinary Educator (CCE) and a Certification Evaluator. Areas of interest include student learning styles and methods, academic maturity and restaurant success/failure rates.

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Educational background in business and human resource studies. A certified Senior Professional in Human Resources (SPHR) and Global Professional in Human Resources (GPHR), also serves on the HR Certification Institute (HRCI) Certification Council. Areas of interest include social cognition and personnel decisions, organization development, strategic human resource management and case study development.
Other University Resources

Library

The Johnson & Wales University provides 24/7 online access to a wide range of scholarly, trade and popular publications on all aspects of business administration, as well as across numerous other disciplines. Reference librarians offer individualized research support through online chat, SMS, email, phone and WebEx, and are also embedded in the online classroom through uLearn, the university’s learning management system.

Upon a doctoral candidate’s successful defense of their dissertation, they will publish it in the ScholarsArchive@JWU as well as through ProQuest ETD Administrator.

For more information about JWU Library resources and services, please contact:

Rosita Hopper, DA
DEAN OF LIBRARIES
Rosita.Hopper@jwu.edu
401-598-1145

Technology Support

Phone: 866-598-4357
Email: it@jwu.edu
Website: it.jwu.edu (option to live chat with IT)

IT Service Desk Hours

Mon–Fri: 8am–7:30pm (ET hours)
Sat–Sun: Closed

Self-help guides are also embedded throughout uLearn course sites and through the Student Help link in each course.

Doctor of Business Administration

online.jwu.edu/dba
Student Code of Ethics

Students at Johnson & Wales University are expected to adhere to a strict code of ethics and academic integrity. DBA students are members of the broader academic community, and they should recognize the importance of showing respect for others and maintain a strong culture of ethics, integrity, trust and respect to the academic community, both during and after their tenure at JWU.

The complete student handbook, which contains the rules, policies and codes that DBA students are expected to adhere to, as well as academic policies, can be found online:

catalog.jwu.edu/handbook/online

catalog.jwu.edu/handbook/studentaffairs/studentcodeofconduct

catalog.jwu.edu/handbook/academicpolicies
**Academic Integrity**

Academic integrity is founded on the principles of honesty, integrity of data and research methodology, and confidentiality. Johnson & Wales University is a member of the Center for Academic Integrity (CAI), a consortium of more than 200 colleges and universities that seek to encourage the deepening of academic integrity on campuses nationwide. DBA students should have intellectual and personal honesty in learning, teaching and research. They should not knowingly misrepresent data or their origin. DBA students should be true to reporting results, not act in gross negligence in collecting and analyzing data, and not selectively report or omit data for deceptive purposes. Furthermore, DBA students may not take or release the ideas or data of others that were shared with the legitimate expectation of confidentiality.

The university’s Academic Integrity Review Process should only be used for violations of academic integrity and is explained in detail online: [catalog.jwu.edu/handbook/academicpolicies/academicintegrity](http://catalog.jwu.edu/handbook/academicpolicies/academicintegrity)

DBA students should also adhere to the Institutional Review Board (IRB) policies on protecting human subjects, and students should refer to JWU’s IRB policies when conducting human-related experiments or survey research. For information about IRB at JWU, visit [jwu.edu/about-jwu/institutional-research.html](http://jwu.edu/about-jwu/institutional-research.html)

**Plagarism**

Academic dishonesty, such as cheating or plagiarism, is a violation of Johnson & Wales University's Student Code of Conduct. DBA students are forbidden from plagiarizing or helping other students plagiarize. Plagiarism is the unacknowledged use of another person's words, ideas and facts, or work. If a student is found responsible for cheating, plagiarizing, or in any way compromising his or her academic integrity, he or she may be withdrawn from class or, if circumstances warrant, dismissed from the university. Students agree that by taking courses at JWU, required assignments may be subject to submission to Turnitin for the detection of plagiarism. Further information is available online: [catalog.jwu.edu/handbook/academicpolicies/plagiarismturnitin](http://catalog.jwu.edu/handbook/academicpolicies/plagiarismturnitin)

**Academic Grievance**

The scope of academic grievances includes academic matters and/or other matters affecting a student’s academic degree program and/or academic performance, such as good standing, grades, written evaluations (excluding letters of recommendation), faculty performance, dissertations, and granting of degrees.

It is the intention of Johnson & Wales University to resolve complaints and grievances quickly, informally, and as close as possible to the point of origin. The complaint and grievance process is not intended to be a forum to challenge university policy, but rather a means by which individuals can seek a timely and fair review of their concerns. Students are encouraged to first discuss their concerns with their instructor. Unresolved complaints may be referred to the DBA program director or the dean of the College of Business.

More information on the processes for complaints and grievances can be found online: [catalog.jwu.edu/handbook/generalinformationandpolicies/complaintsandgrievances](http://catalog.jwu.edu/handbook/generalinformationandpolicies/complaintsandgrievances)

If an online student has a complaint or grievance that cannot be resolved through Johnson & Wales University's complaint and grievance process, the student may file a complaint with the Rhode Island Council on Postsecondary Education (RI-CPE). See [online.jwu.edu/online-student-consumer-information](http://online.jwu.edu/online-student-consumer-information) for more information.

**Computer and Technology Use**

All students are required to comply with the university's Computer and Technology Use Policy at [catalog.jwu.edu/handbook/generalinformationandpolicies/computerandtechnologyuse](http://catalog.jwu.edu/handbook/generalinformationandpolicies/computerandtechnologyuse).

This policy prohibits students from uploading, downloading, posting, publishing, transmitting, retaining, reproducing, sharing or distributing in any way information, software, movies, music, books, articles or any other material which is protected by copyright or other proprietary right, without obtaining permission of the owner. Violation of this policy constitutes a violation of the Student Code of Conduct.

Students should be aware that unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject the student to civil and criminal liabilities. For more information, please visit the U.S. Copyright Office website at [copyright.gov](http://copyright.gov).

All university and program-related email correspondence must be conducted via the JWU email system.
Evolve Your Thinking, Evolve Your Career

The Johnson & Wales University Doctor of Business Administration degree is a dynamic program for leaders who are ready to embrace their potential — now.

Benefits to You

- Acquire advanced research, analytical and critical-thinking skills
- Learn to conceptualize, investigate and ethically solve complex and practical business problems
- Discover new tools to understand organizations, develop data-driven solutions, and motivate action
- Advance knowledge in your industry through applied research and completed dissertation

Benefits to Your Employer

- Expand insights and decision-making skills around strategy, processes, people and metrics
- Influence organizational strategy and evidence-based practice
- Gain new perspectives and approaches to everyday challenges to promote competitive advantages and sustainability
- Grow organizational capacity for innovation and change

From the Program Director

“The Johnson & Wales University DBA program will transform students from leader to thought leader and innovator. Through the study of business theory, core business functions, applied research, and contemporary strategic and operational business challenges, students are prepared to improve business practices and capitalize on opportunities in today and tomorrow’s business environments.”

Robin P. Krakowsky, EdD

[Logo] online.jwu.edu/dba 1-855-598-1881

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