

DOCTOR OF BUSINESS ADMINISTRATION (DBAP)

DBAP 611. Theory and Practice of Collective Action. 3 Units.

The ability of autonomous and interdependent parties to coordinate actions, or to act cooperatively, affects a wide range of organizational and social problems. This course addresses the theory and practice of collective action in local, national and global contexts. Case studies of collective action problems, such as environmental protection, community revitalization, and the mobilization of interest groups will be discussed. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 613. Leading Change. 3 Units.

Change is an enigma and yet sustained, desirable change (SDC) drives adaptation, growth and life itself. In this course, we will continuously attempt to answer two questions: What is the process of sustained, desirable change? and What is the role of a leader? Concepts from complexity theory will be used, including understanding the multilevel nature of SDC at the individual, dyad, team, organization, community, country, and global levels. Intentional Change Theory (ICT) will be used as the organizing concept for the changes studied. Leadership and its development will be examined by studying a number of topics and applying them to three major case studies: (1) yourself; (2) practice coaching with compassion; and (3) a major change project. This course will explore questions, such as: Who are effective leaders? How do they think and act? What makes us want to follow them? How are leaders developed? What is the role of emotional and social intelligence? How does a leader's mind, body, heart, and spirit affect their performance? Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 614. Business as an Evolving Complex System. 3 Units.

The goal of this course is to provide a foundation for understanding how business systems evolve, why the business systems in the major advanced countries have evolved differently over the last 100 years or so, and what the underlying driving forces are. The focus is on transformation rather than economic growth. The course examines the evolution of business systems as a result of technological and organizational change. It deals with the role of history, culture and finance in generating business organizations in various countries. The course also studies the emergence of regional innovation systems and industry clusters, as well as how digitization and globalization are changing the "industrial logic." Offered as DBAP 614 and EDMP 614. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 616. Global Economic Systems and Issues. 3 Units.

This course provides a framework and analytical tools for understanding globalization and international economic relations in the context of the global political system. It analyzes the economic and political forces that are shaping global cooperation on economic matters, the role and impact of international economic institutions such as the World Bank, the International Monetary Fund, and the World Trade Organization, and evolving forms of regional governance, such as the European Union. It covers national and international policies and development and the causes and cures of international financial crises. The course revolves around concepts of efficiency, equality, power, and institutions in the making of public policy towards globalization of communications and transportation. Offered as DBAP 616 and EDMP 616. Prereq: DBAP 665.

DBAP 617. Technology and Social System Design. 3 Units.

Managers are designers who shape the social and technical world we inhabit. This course explores the process of design and asks how managers can become better designers and interventionists who anticipate and evaluate the social, economic, and political consequences of existing and emerging products, processes, and organizational forms. Offered as DBAP 617 and EDMP 617. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 638. Qualitative Inquiry I. 3 Units.

This course explores ways to conceptualize an object of study and facilitates formulation of students' conceptual work and production of research reports at the end of the first year of the program. The course conveys how to generate research ideas by critically reviewing literature and developing ideas that contribute to a problem or issue of interest by working with theory and extending previous research. The practicality of conducting certain kinds of research is evaluated and length, intensity and ethical constraints of different research efforts are examined. Each student produces a report communicating and supporting a conceptualization of the phenomenon of interest involving independent, mediating and dependent variables. The paper defines a problem of practice, presents, both visually and in narrative form, concepts shaped by field experience and prior writing that promote understanding of the problem, and includes a research proposal describing sample, data collection and data analysis. Prereq: DBAP 665.

DBAP 640. Social Ethics: Contemporary Issues. 3 Units.

The course draws upon intellectual ancestors and current thinkers in moral philosophy and ethics to assist each student in identifying, analyzing, and discussing social and ethical questions pertaining to the definition and purpose of contemporary life, the need for moral coherence, and the meaning of life in a global society. The unifying theme of the course is Tolstoy's question, "How then shall we live?" The course does not seek to provide answers to the great questions of life. Rather, it tries to expand each student's capacity to grapple with such questions. Offered as DBAP 640 and EDMP 640. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 641. Qualitative Inquiry II. 3 Units.

This course guides the student in conducting the qualitative research project that was proposed in EDMP 638. Fieldwork and initial analysis is conducted during the summer when data based on semi-structure interviews is collected and analysis begins using inductive coding techniques. A summer residency is held in mid-June to assess progress as final data collection and analysis continues. The aim of the fall semester is to prepare a formal research report on that project, which will be submitted to an academic research conference. The final report includes a revision of one's conceptual model, integrating new understandings and literature arising from the data collection and analysis. Offered as DBAP 641 and EDMP 641. Prereq: DBAP 638.

DBAP 642. Directed Studies Seminar. 0 - 9 Units.

At different times during the Program, DM/DBA students register for Directed Studies courses. The purpose of these courses is to recognize the work the students are doing to conduct and present their individualized research at a high quality level. Activities conducted under the Directed Studies courses have deliverables dedicated to the collection of qualitative or quantitative data and the preparation of research reports. Offered as DBAP 642, EDMP 642 and MGMT 642. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 643. Measuring Business Behaviors and Structures. 3 Units.

This course aims to develop the basic foundations and skills for designing and executing generalizable studies. It focuses on building competence in model building, construct measurement, research design, data collection methodologies, and application of analytical software commonly involved in quantitative inquiry. Covered topics include framing research questions, reliability and validity of measurement, quasi-experimental research design, and fieldwork for data collection. Classes are designed to balance between the theory and practice of quantitative research design, and will be linked to the participant's own research projects. Offered as DBAP 643 and EDMP 643. Prereq: DBAP 641.

DBAP 645. Integration of Qualitative and Quantitative Inquiry. 3 Units.

Using the mixed method research toolkit developed in previous courses, this course focuses on critically analyzing selected pieces of published applied and policy research to develop a critical appreciation of issues and debates that have wide applicability and relevance. In particular, it offers students ways to integrate and triangulate using a mixed method approach, different forms of evidence, and related evidence. In addition, this course addresses common method choice and justification issues and related challenges of validity and theory formulation that typically arise during the students' execution of a series of individual research projects. Application of critical analysis and appreciation approach in justifying mixed methods designs to the student's own research work is encouraged and supported by sharing and discussing common research and methodology themes and problems. Offered as DBAP 645 and EDMP 645. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 646. Advanced Analytical Methods for Generalizing Research. 3 Units.

This course addresses advanced topics in regression and structural equation modeling such as latent growth curve models, partial least squares, logit models, tests for various types of invariance, multiple-group analysis, multilevel analysis, and analyzing qualitative/categorical data. These analytical methods are intended to enhance the student's toolkit as to facilitate a strong bridge to the academic literature and the application to specific data based problems that arise in applied managerial research. Offered as DBAP 646 and EDMP 646. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 648. Causal Analysis of Business Problems I. 3 Units.

Model Building & Validation I introduces fundamental concepts in theory-based model building and validation. In this course students will develop, explore, refine and validate a range of models appropriate for addressing their problem of practice including classification models, process models, variance models, and articulating nomological networks. In particular, the course will focus on effective conceptualizations of causation, control, mediation, and moderation. Further, foundational statistical techniques such as tests of assumptions of the data, exploratory factor analysis, and regression and path analysis will be introduced. Offered as DBAP 648 and EDMP 648. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 649. Experimental Design and Analysis. 3 Units.

Building upon the first course in Model Building & Validation, this course will guide students through the theoretically-grounded variance models that are required for testing through structural equation modeling (SEM) in the quantitative portion of their research. Fundamental concepts in model testing will be reinforced using path analysis, and will include a deeper exploration of moderation by addressing topics such as moderated mediation and interaction effects. Beyond the analysis the course will emphasize precise and accurate formulation of theoretical models and associated reasoning, as well as careful interpretation of findings. The class will also delve into testing of data assumptions and prepare students for the model testing portion of their capstone assignments. Offered as DBAP 649 and EDMP 649. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 664. Knowledge Dissemination to Influence Managerial Practice. 3 Units.

The aim of this course is twofold. First, it supports students organizing and writing their DM thesis overview or their PhD thesis proposal. Also discussed are ways to organize and communicate in scientific genres, their aims and their generic properties. Secondly, students become acquainted with scientific communication and publishing. Effective reviewing, criteria for judging articles and theses, management of review processes, and how to communicate and respond to reviews are topics discussed. The course also addresses publication strategies and ways of managing and communicating scientific and managerial knowledge to different stakeholders. Offered as DBAP 664 and EDMP 664. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 665. Introduction to Research Inquiry. 3 Units.

This course begins participants' three-year research experience. Energized by one's personal passion and commitment to the topic, we seek for the work to be accomplished at a level that makes it worthy of widespread dissemination and influence as engaged scholars. The goal in this course is to prepare students to develop their minds as scholars by understanding the world of research; develop a research identity by identifying one's research domain; learn to read academic literature and write in a scholarly style; work with academic literature to identify and digest concepts and theories that inform research on that problem; begin to develop a conceptual model that abstracts how the world may be functioning in that problem domain and points to a research question that can guide the next stage of the research. The final deliverable for this course is to present the research topic with substantiation for its significance, relevance and timeliness in the management field. This would include the research question(s); the literature review; and proposed qualitative methodology and analytical approach(es). Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 672. Flourishing Enterprise: Creating Sustainable Value for Business and World Benefit. 3 Units.

This course is designed to galvanize new visions of business and society, as well as organizational leadership. The course is born of a conviction that the future of human society and the natural world is intimately linked to the future of the world economy, business enterprises, and management education. The course presentations, books, dialogues, and interview projects are organized around three themes: (1) the state of the world and the economics possibilities of our time, (2) the business case for understanding business as an agent of world benefit—how business performance can profit from current and future advances in sustainable design and social entrepreneurship; and (3) tools for becoming a change leader—including the methods of Appreciative Inquiry and new insights about "strength-based" change emerging from the science of human strengths. The overarching aim is to provide a powerful introduction to the many facets of sustainable value creation as a complete managerial approach. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 673. Understanding, Designing, Managing Complex Systems. 3 Units.

The purpose of this course is to provide a perspective on systems thinking and complex systems and aid PhD students in expanding the ideas in their research on systems, systems models, and complex systems. The work of the course will develop with increasingly difficult books on the subject of complex systems, a major case study in health care, and individual applications of the concepts to their potential research model and methods. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 677. Designing Sustainable Systems. 3 Units.

Students in teams will recognize and work in practice on a managerial problem that involves dimensions of sustainability and design. They will develop a set of solutions to the problem by generating alternative models and intervention strategies to address the problem. The project results in a short presentation and written communication of the solution in a form of a poster or prototype. The course will also include presentations of intervention and action research approaches and issues of inquiry validation and theory development. Offered as DBAP 677 and EDMP 677. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 680. Conflict & Cooperation in the Global Arena. 3 Units.

The global arena is described by some as a realm of perpetual conflict. Others argue that given the right institutions and incentives, international actors can find ways to achieve cooperation, peace and increased global prosperity. Still others suggest that the international political and economic arena is "what you make of it"—emphasizing the role of norms, identities and ideas in shaping international outcomes. This course will examine both theoretical and policy perspectives regarding the question of international conflict and cooperation, with a specific emphasis on drawing on insights from collective action theory and international relations scholarship. Offered as DBAP 680 and EDMP 680. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 681. Research Designs and Analytics for Archival and Online Data. 3 Units.

This course introduces basic concepts and statistical techniques of research designs and analytics for archival and online data. It also introduces the foundations of causal inference, as well as validity and reliability in quantitative research. These tools prepare students for testing models of a management phenomenon that rely on compiling data from different available sources and analyzing the compiled data for insights and hypotheses testing. Three specific statistical approaches emphasized in the course include understanding how to (a) compile meaningful archival/online data to pursue a research question, (b) clean, process and integrate different data sources, and (c) analyze the compiled using data mining and hypotheses testing tools. The focus will be on opening the choices of research designs that are flexible to accommodate the varied research questions of interest to students. Robustness checks for archival and other forms of data will also be explained and utilized. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 682. Foundational Statistical Analysis and Measurement. 3 Units.

There are two major goals for second year quantitative study: (a) to build competence in research design and methodology for collecting and analyzing quantitative data, and (b) to develop a foundation for formulating questions for quantitative inquiry and critically interpreting products of such inquiry. This course specifically will focus on the three main stages in structural equation modeling: 1. Data preparation 2. Measurement validation 3. Structural modeling The details of each of these stages will be reviewed in this course. To summarize, the course will focus on the global and local criteria that must be considered when conducting valid quantitative analysis with structural equation modeling We will also devote some time and energy to practicing relevant theorizing through abductive reasoning of proposed structural models. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 683. Integration of Methods Sequences. 3 Units.

This course provides the final guidance for integrating all program research method sequences and ensures that the quantitative paper deliverable not only has been completed, but also fully integrated with the DBA Dissertation. Students are provided with hands on writing, data analysis, data organization through seminars and skill building workshops. Prereq: Must be enrolled in the Doctor of Business Administration Program.

DBAP 699. Applied Research Project Continuation. 1 - 9 Units.

This course is set up individually upon conference between the student and a DM Faculty member and is designed in consult with the DM Program Director in order to complete the student's required coursework and research requirements within the DM Program. Offered as DBAP 699 and EDMP 699. Prereq: DBAP 665.