

Robinson Executive DBA Handbook Spring 2024

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1. Introduction

This handbook provides easy access to key documents that can help students maneuver the journey through Robinson's Executive Doctor of Business Administration (DBA) Program. Much information can be found at the Robinson DBA website: dba.gsu.edu

If you have any questions related to the program don't hesitate to contact any of us in the team that manages and administrates the program. Please note that email is the preferred mode of communication.

DBA Staff

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2. Robinson DBA Student

<https://studenthandbook.gsu.edu/>

As a student in the Executive Doctor of Business Administration Program in the Robinson College of Business you are also a student at Georgia State University.

As such, DBA students are encouraged to familiarize themselves with the contents of the GSU Student Handbook. This official handbook (see link above) provides students with campus resources, an overview of student life and university procedures.

All Georgia State University students agree to comply with all rules and regulations detailed in the Student Handbook and the Code of Conduct. Ignorance of a policy or regulation will not be considered an excuse for failure to observe a policy or regulation. The university reserves the right to alter the regulations and policies stated therein at any time.

The Student Code of Conduct (the Code) and Administrative Policies and Procedures are extremely important, and students are encouraged to take a moment to review the Code and Administrative Policies and Procedures in their entirety. The most current version of the [Student Code of Conduct](#) is available online.

Georgia State University does not discriminate on the basis of race, religion, color, sex, age, handicap or ethnic origin in its administration of educational policies, loan and scholarship policies, or any other faculty, staff or student program or activity.

3. Catalog Description

(This is an excerpt from the GSU Course Catalogue found at <https://deanofstudents.gsu.edu/document/student-code-of-conduct/?wpdmdl=5233>)

7358 Executive Doctorate in Business Administration (DBA)

Executive DBA Program Office

Tower Place 200, 3348 Peachtree Road NE, Suite 500, Atlanta, GA 30326

404-413-7178

Program website: dba.gsu.edu

Email: lgrabowski1@gsu.edu

Louis J. Grabowski, MBA, DBA, Director of the Executive DBA Program

Charles Dhanaraj, Ph.D., Academic Director of the Executive DBA Program

Please contact the Executive DBA Program Office for more information about this program.

7358.05 Goals and Expectations

The Executive Doctorate in Business Administration (DBA) program of the J. Mack Robinson College of Business is designed to transform executives with strong managerial, industry and academic experience into engaged practitioner-scholars with interdisciplinary, global perspectives on the dynamic business environment of today. This mission is accomplished by helping these executives develop general research competence in applied research (including demonstrating knowledge of relevant theory and scholarly literature) while creating new knowledge on contemporary business problems through both rigorous coursework and the writing and defense of a dissertation. Upon successful completion of the program students will have the:

- Knowledge and expertise required to identify, understand, and successfully tackle the interdisciplinary, big picture issues that characterize global business management today.
- Skills in formal social inquiry required to define and address complex issues and to disseminate knowledge in a variety of professional and public outlets to influence professional activity and public policy.
- Interdisciplinary and global systems-oriented perspective that is required to understand and address contemporary business problems.

The Executive DBA program is a 3-year degree program designed for senior executives who already possess an MBA, EMBA, or equivalent MS degree. It is offered in an executive

format with students participating in four 3-day residencies (Thursday, Friday and Saturday) per semester for 6 semesters.

Conduct

All Executive DBA students must assume full responsibility for knowledge of the rules and regulations concerning their studies. Moreover, students are expected to abide by generally accepted standards of conduct. The university reserves the right to exclude any student whose conduct is prejudicial or injurious to the university, faculty, or other students. Students should review the “University Code of Conduct” in the General Information chapter of this catalog for explicit information on this topic.

7358.10 Admissions: Applications, Procedures, and Criteria

Applications for the Executive DBA program are reviewed on a “rolling” basis throughout the year for once-a-year admission in the upcoming fall semester. Once approximately 24 students are accepted admission for that fall ends and admission for the next year’s fall semester begins. Applicants are therefore encouraged to apply as early as possible to ensure a seat in the fall semester.

The application is completed online at robinson.gsu.edu/doctor-of-business-administration/application-process/.

Inquiries and questions may be addressed to:

Executive DBA Program Office
Georgia State University
c/o Associate Director
Tower Place 200
3348 Peachtree Road NE, Suite 500,
Atlanta, GA
30326
404-413-7178

All documents and other materials submitted by or for applicants for admission to the Executive DBA program become the property of Georgia State University and cannot be returned. It is the responsibility of each applicant to follow the application procedures completely and correctly and to be certain that all materials have been submitted to the Executive DBA Program Office before the application can be reviewed. Incomplete applications will not be processed.

Admission Criteria

Admission decisions are based on a careful review of the applicant’s official transcripts, resume, required essays, and the other information submitted in support of the application. Applicants must possess an accredited MBA, EMBA, or equivalent MS degree. Applicants are not required to submit a certification of their state of health but on enrollment, must submit an immunization certification before being enrolled. The college reserves the right to investigate the health, character, and personality of each applicant. Listed below are the

materials which all applicants must submit to the Executive DBA Program Office to be considered for admission. All applicants must provide proof of lawful presence.

Application

Applicants must submit all application forms, including the narrative essay section.

Application Fee

An application fee of \$100 must be submitted by all applicants and may be paid by credit card. Checks or money orders should be made payable to Georgia State University in U.S. currency. Do not send cash. The application fee cannot be waived, is nonrefundable, and does not apply toward registration fees.

Transcripts

Applicants either must request that two official copies of all transcripts be sent directly from each institution attended (even if a degree was not obtained) to the Executive DBA Program Office or submit the official transcripts unopened with the application. If the transcript is sent via E-script, it should be submitted to: execdoctorate@gsu.edu, ATTN: Associate Director. An applicant who has previously attended Georgia State University is permitted to submit only one copy of transcripts from each institution attended prior to entering the university; two copies are required from all institutions attended after having last been registered at Georgia State University.

Resume

A full, detailed resume should be submitted as part of the online application.

Essays

To assess the applicant's writing skills and understand his/her goals and expectations, 3 essays of approximately 1-1.5 pages are required. The specific questions can be found on the website at robinson.gsu.edu/doctor-of-business-administration/application-process/.

Interview

Applications will be reviewed by a selection committee comprising faculty and the directors of the Executive DBA Program. If short-listed, the selection committee will request a one-hour, face-to-face interview with the candidate. Based upon the submitted information and the interview the selection committee will then make a final decision as to acceptance.

International Applicants

International and domestic students follow the same application process. International applicants are not required to take the Test of English as a Foreign Language (TOEFL) or the International English Testing System (IELTS). However, they must provide proof of a F-1 or J-1 Visa.

Financial Requirements

Georgia State University reserves the right to admit only those applicants who are academically qualified and who have documented their ability to meet the financial requirements while in attendance.

7358.15 Executive DBA Program of Study

Year 1

Fall Semester
(9 credit hours)

- [DBA 9000](#) Leadership to Create Human Value
- [DBA 9020](#) Philosophy and Practice of Engaged Scholarship
- [DBA 9080](#) Quantitative Research I

Spring Semester
(9 credit hours)

- [DBA 9050](#) Qualitative Research I
- [DBA 9100](#) Quantitative Research II
- [DBA 9140](#) Laboratory for Business-Driven Research

Year 2

Fall Semester
(9 credit hours)

- [DBA 9030](#) Theory and Practice of Managing Organizations
- [DBA 9100](#) Quantitative Research II
- [DBA 9140](#) Laboratory for Business-Driven Research

Spring Semester
(9 credit hours)

- [DBA 9041](#) Digital Transformation
- [DBA 9061](#) Business Topics and Theory
- [DBA 9170](#) Dissertation Lab (3 credit hours)

Year 3

Fall Semester
(9 credit hours)

- [DBA 9110](#) Influences and Limitations on Executive Decision Making

- [DBA 9170](#) Dissertation Lab (6 credit hours)

Spring Semester
(9 credit hours)

- [DBA 9120](#) Evidence-Based Management
- [DBA 9150](#) Creating and Disseminating Research Knowledge
- [DBA 9170](#) Dissertation Lab (3 credit hours)

7358.20 Academic Regulations

I. Scholastic Warning and Termination

Each student must maintain a 3.00 doctoral GPA (“B” average). The doctoral grade-point average (GPA) is defined as the GPA for all Executive DBA courses numbered 9000 or higher taken after admission to the Executive DBA program. A student whose doctoral GPA falls below 3.00 is on “scholastic warning.” After being placed on scholastic warning, a student must attain a 3.00 doctoral GPA within two consecutive calendar semesters; otherwise the individual will be terminated from Executive DBA studies in the Robinson College of Business. The doctoral GPA could differ from the GPA calculated by the university and reported on the student’s official transcript, since the university GPA would also include the grades from any graduate courses numbered 6000 or above taken at Georgia State University before admission to the Executive DBA program.

A student who has been terminated from the Executive DBA program will not be permitted to reapply to or reenter the program.

II. Standards of Performance

The requirements and regulations listed in this catalog refer to minimum standards of performance. The program may have additional requirements, as set forth in writing, that exceed the minimum standards published in this catalog. If a student fails to meet these additional requirements, the directors of the Executive DBA program may require that the student withdraw from Executive DBA study. To continue in the program, a student must make reasonable and timely progress toward the degree in terms of coursework completed.

Beginning with the semester of acceptance, an Executive DBA student must register for a full load each semester (excluding summer semester unless the student has completed all coursework) until graduation. A full load is considered a minimum of nine semester hours. Students who are visa-holders may need to register for more hours and should discuss their status with the Office of International Student and Scholar Services. An additional Dissertation Seminar, DBA 9171, may be used to satisfy this requirement until the student has passed the final dissertation defense. Students who fail to meet the continuous enrollment requirement are subject to withdrawal from Executive DBA studies in the Robinson College of Business.

As stated in the previous section concerning continuous enrollment, students must enroll for a full course load each semester (excluding summers). Any absence from the program must be approved by the academic director. Students who leave the program without an approved request or who do not fulfill the terms of an approved request for an absence may not be allowed to re-enter the program. Any student who is not registered for one calendar year must file a re-entry application with the Registrar's Office. Students must be mindful of the deadline for this application. There is a charge to file a re-entry application. As previously stated, reentry approval is not automatic and the student should check with the Executive DBA Program Office if considering re-entry.

III. The Dissertation

The purpose of the dissertation is for the Executive DBA candidate to demonstrate ability to conduct research leading to a significant contribution in a chosen area of inquiry. Before a student begins to collect any primary data from human subjects, the student must make sure that all data collection, including surveys, is in compliance with the guidelines set out by the Institutional Review Board (IRB). Included among these requirements is certification via an online test on ethical treatment of subjects. The IRB's *Human Subjects Manual* is accessible online at ursa.research.gsu.edu/human-subjects/.

IV. The Dissertation Committee

The Dissertation Committee consists of a chair plus a minimum of two members. The committee, and any subsequent change in its membership, is appointed by the academic director of the Executive DBA program. Faculty from institutions other than Georgia State may serve as members of the committee, but at the time of the initial formation of the committee, there must be at least two Georgia State faculty on the committee. At least two committee members must be in good standing with respect to Georgia State graduate faculty status. Co-chair arrangements are not only acceptable, but even encouraged, especially in cases where one of the co-chairs is an assistant professor. When the student is ready to begin the initial work on the dissertation, he or she should first discuss with the Executive DBA academic director the names of potential faculty who would be the most appropriate chair of the Dissertation Committee. Only after the Executive DBA academic director has agreed with the student as to the choice of a particular faculty member should the student then invite the faculty member to be chair of the committee. Once the dissertation chair has been chosen, the chair, in consultation with the student, will recommend the selection of the remaining committee members to the Executive DBA academic director.

V. Dissertation Proposal and Dissertation Defense

Prior to admission to candidacy for the degree, a dissertation proposal defense must be held. After the student completes a written proposal that the Dissertation Committee deems to be ready for final defense, a dissertation proposal defense will be held before the Dissertation Committee.

The student's dissertation proposal should include a summary of the following: the purpose of the study; the nature of the subject to be investigated and its importance; a brief review of the literature; the theory, if any, to be developed; the empirical methodology,

techniques, and data sources, if any, to be used; the nature of the hypotheses to be developed or tested, where appropriate; and a time frame for completion of the dissertation.

The proposal defense will be open to all interested faculty and doctoral (Executive DBA and Ph.D.) students. After the proposal defense has been held, the members of the committee will vote to determine if the student is deemed to have a satisfactory research topic. A unanimous decision by the student's Dissertation Committee is required. The members of the committee will sign the dissertation proposal defense approval form.

Submission of the approval form does not constitute a contractual agreement between the student and the Dissertation Committee. It is within the scope and function of the Dissertation Committee to recommend modifications to the research as it proceeds. Upon submission of the proposal defense approval form to the Executive DBA Program Office, the student is admitted to candidacy for the degree.

Committee members should be given a draft of the proposal (and also the final dissertation) at least two weeks before the proposed defense date. This will permit a revision cycle to both improve the work before the defense and ensure that committee members have adequate time to comment and raise substantive issues, should this be the case. It will also allow the defense date to be postponed in the event that required changes could not be completed before the proposed defense date.

When the candidate's Dissertation Committee judges that the dissertation is complete, it must be defended orally in a final dissertation defense. At least two weeks in advance of the final dissertation defense, the student will inform the Executive DBA Program Office of the scheduled date of defense and an announcement will be made to all academic units. While any interested faculty member or graduate student may attend the examination and participate in the discussion, only those individuals who are members of the candidate's Dissertation Committee will vote to approve or disapprove the dissertation. Upon successful defense of the dissertation, a dissertation defense approval form will be signed by the members of the Dissertation Committee and submitted to the Executive DBA Program Office. Unanimous approval is required. Guidelines for the dissertation are available from the Executive DBA Program Office.

VI. Dissertation Embargo Policy

Students may request a 3-month, 6-month, 9-month, or 12-month restriction of dissertation publishing (hereafter termed embargo). Requests must be made in writing to the dissertation chair/co-chairs prior to the electronic uploads of the dissertation to ProQuest/UMI and Georgia State University's ScholarWorks Digital Archive Library. Written approval from the chair/co-chairs must be sent to the Executive DBA Program Office. Once the approval is received by the Executive DBA Program Office, the dissertation will not be published for the approved embargo period. The dissertation will be released for publishing after the embargo period ends.

VII. Dissertation Defense and Graduation

When the candidate's Dissertation Committee judges that the dissertation is complete, it must be defended orally in a final dissertation defense. While any interested faculty member or graduate student may attend the examination and participate in the discussion, only those individuals who are members of the candidate's Dissertation Committee will vote to approve or disapprove the dissertation. Upon successful defense of the dissertation, a dissertation defense approval form will be signed by the members of the Dissertation Committee and submitted to the Executive DBA Program Office. Unanimous approval is required. An electronic copy of the dissertation must be submitted to the Executive DBA Program Office two weeks prior to the anticipated date of graduation.

7358.25 Time Limits for the Degree

The time limits specified below should be interpreted as the maximum amount of time students may take to complete each of the degree requirements. It is anticipated that most students will complete the requirements within the intended three years of study:

- All requirements for the Executive DBA degree, including the dissertation, must be completed within five years from the semester of entry into the Executive DBA program.
- Additional tuition will be required for any program of study in the Executive DBA program, including the dissertation, beyond three years.

4. Rules of Engagement

Based on our experiences within the DBA program, there are five rules of engagement related to **P**reparation, **P**articipation, **P**ersistency, **P**roactivity, and **P**rofessionalism. Engaging based on the five P's will foster a productive learning environment and help each participant succeed.

Preparation rule: If you do not prepare before each residency, group research meeting, and dissertation advisor meeting, you cannot contribute, and you waste your own time and the time of your colleagues, lecturers and advisors. The DBA program is based on the idea that we prepare well before any activity, so the activity becomes engaging and provides immediate feedback to participants. It is particularly important that you prepare well before all group research activities and when tasked to present in front of colleagues.

Participation rule: If you do not participate actively in each program activity, your own learning will be minimal and you do not help others learn and move forward in the program. The DBA program is based on the idea that to gain deep knowledge into the subjects and methods we are studying, and to translate these elements into practical actions, each of us should actively contribute to all activities. It is particularly important that all members of a group research project contribute to keeping the learning experience on track by minimizing distractions from unproductive group dynamics.

Persistency rule: If you do not persistently spend 25-30 hours on the program each week of the year, you will not learn effectively from program activities and you will likely fall behind the scheduled progression of the program and not graduate on time. The DBA program is based on the ambitious goal of having skilled executive level practitioners finalize a doctoral degree within three years while working full time. This is only possible if each participant persistently engages fully throughout the program. It is particularly important that you keep up momentum during months with no residency and as you transition into individual dissertation writing.

Proactivity rule: If you do not proactively interact with colleagues, lecturers and advisors, the program will easily suffer from adverse and random events that will hamper each participant's learning and ability to progress as scheduled. The DBA program is based on the idea that each participant works in an organized fashion and shares both positive and negative news to support learning and avoid adverse effects. It is particularly important that you proactively inform colleagues, lecturers and advisors about commitments on which you cannot deliver, and, when circumstances permit, renegotiate these commitments.

Professionalism rule: If you do not behave in a professional manner, you will not contribute to an engaging and productive learning environment. The DBA program is

based on the premise that participants are experienced professionals that attend all residencies, arrive on time, only depart after all classes are finished, and finish assignments on time, proofread and spell checked, with proper credit given to all sources. In case you arrive late you do not disrupt classes, you only leave during class if it is an emergency, and you turn off all electronic communication devices during classes. It is particularly important all interactions between students, faculty and staff are conducted appropriately and with respect. Lastly all students are expected to follow and adhere to GSU's Policy On Academic Honesty: <https://deanofstudents.gsu.edu/student-conductpolicy-on-academic-honesty/>

5. Academic Honesty

<https://deanofstudents.gsu.edu/student-conductpolicy-on-academic-honesty/>

As members of the academic community, students are expected to recognize and uphold standards of intellectual and academic integrity. The Policy on Academic Honesty assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. The ideals of scholarship and the need for fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work.

The Policy on Academic Honesty is published in the Student Code of Conduct and the Student Handbook and is available to all members of the university community. The policy represents a core value of the university, and all members of the university community are responsible for abiding by its tenets. Lack of knowledge of this policy is not an acceptable defense to any charge of academic dishonesty. Members of the academic community, students, faculty and staff, are expected to report violations of these standards of academic conduct in accordance with the procedures articulated in this Policy on Academic Honesty.

6. Program Curriculum

<https://robinson.gsu.edu/doctor-of-business-administration/curriculum-course-descriptions/>

| Semester | Course Number | Code Number | Course Name |
|----------|---------------|-------------|---|
| 1 | DBA 9000 | C-1 | Leadership to Create Human Value |
| | DBA 9020 | M-1 | Philosophy & Practice of Engaged Scholarship |
| | DBA 9080 | M-2 | Quantitative Research I |
| 2 | DBA 9050 | M-3 | Qualitative Research I |
| | DBA 9100 | M-4 | Quantitative Research II |
| | DBA 9140 | P-1 | Laboratory for Business-Driven Research |
| 3 | DBA 9030 | C-2 | Theory & Practice of Managing Organizations |
| | DBA 9070 | M-5 | Qualitative Research II |
| | DBA 9140 | P-2 | Laboratory for Business-Driven Research |
| 4 | DBA 9041 | C-3 | Digital Transformation |
| | DBA 9061 | C-4 | Business Topics and Theory |
| | DBA 9170 | P-3 | Dissertation Lab |
| 5 | DBA 9110 | C-5 | Influences and Limitations on Executive Decision Making |
| | DBA 9170 | P-4 | Dissertation Lab |
| | DBA 9170 | P-5 | Dissertation Lab |
| 6 | DBA 9120 | C-6 | Evidence-Based Management |
| | DBA 9150 | M-6 | Creating and Disseminating Research Knowledge |
| | DBA 9170 | P-6 | Dissertation Lab |

The table above provides an overview of the DBA program's 18 courses each with 3 credit hours, for a total of 54 credit hours. In addition to these core activities, semester 1 includes a mandatory online refresher class in statistics and each semester includes focused activities on research related subjects, such as library resources, research ethics, and sharing of students' research-in-progress.

Course Descriptions

DBA 9000 – Leadership to Create Human Value

Leadership is critical for creating and sustaining value in organizations. The academic investigation of leadership focuses on: 1) What is leadership? 2) What are human values? 3) What is the relation between leadership and human values? The course examines these questions to help students untangle concepts of leadership, authority, and status; understand the competing human values in leadership theories; identify the boundary conditions that pertain to leadership theories; and, strike an appropriate balance between learning about leadership and learning to lead. The course favors the practical over the theoretical and focuses on theories supported by evidence, including adaptive leadership, transformational leadership, transactional leadership, and competing values leadership.

DBA 9020 – Philosophy and Practice of Engaged Scholarship

This course explores the different forms of engaged scholarship. It focuses on the research process that can enable students to generate both scholarly contributions and practical knowledge, which is at the core of Robinson's Executive Doctorate program. The course is designed to enable students to develop a research focus and understand the research process. It examines the roles of theory and models in the research process and the differences between variance and process models. Students learn how to formulate a problem, motivate a research question, synthesize relevant literatures, draw on relevant theoretical perspectives, and develop variance and process models.

DBA 9030 – Theory and Practice of Managing Organizations

This course examines the theory and practice of managing collaboration and change in organizations. The focus is on achieving coordination and cooperation among autonomous and self-interested, yet interdependent parties. Dominant management and organization theories are examined and applied to real-world issues within different industrial contexts. The course introduces the students to a select variety of theoretical frameworks, it investigates the possible roles of such frameworks in designing engaged scholarship research, and it engages all students in exploring specific management and organization theories that are relevant for their research interests.

DBA 9041 – Digital Transformation

This course is structured to understand how and why firms can transform themselves to leverage the paradigm shifts brought about by the digital technology disruptive trends to succeed in the twenty-first century. This entails putting the customers at the organization's center, rethinking traditional communication and delivery channels, and cultivating an organization structure and culture that appreciates data, technology, and business process innovations. The understanding of industry developments will be complemented with research developments in the field. The overarching goal is to get a balanced perspective of the practical and research aspects of major topics related to digital transformation.

DBA 9050 – Qualitative Research I

This course introduces the student to qualitative research approaches, including action research, case study research, ethnographic research, and grounded theory. Relative strengths and weaknesses are discussed along with examples of how each approach has been used in practice. The course introduces several data collection techniques that are widely used in qualitative research, namely interviews, participant observation, fieldwork, and using documents. Research design issues associated with qualitative or small sample studies are discussed. Issues such as reliability and validity are explored. The differences between positivist, interpretivist, and critical perspectives are discussed. In addition, students are introduced to the Institutional Review Board (IRB) Process.

DBA 9061 – Business Topics and Theory

This course teaches students 1) how to identify a business topic in the academic literature as basis for engaged scholarship research into a contemporary, practical business problem and 2) how to apply systematic methods to sample and review relevant literature about that business topic as basis for positioning the engaged scholarship research for contribution to the literature. The course builds on state-of-the-art methods for designing and presenting literature reviews and it provides exemplar literature review publications from different business disciplines. The course is organized through joint seminars and individual projects in which students develop a review of a select business topic and related theory as basis for their dissertation research.

DBA 9070 – Qualitative Research II

This course provides concepts and tools for qualitative data analysis. The course exposes students to a variety of approaches, including hermeneutics, semiotics, narrative analysis, and content analysis, with particular emphasis on grounded theory and case study research. Students are introduced to grounded theory coding, memo writing, theoretical sampling,

saturation, sorting, and use of qualitative data analysis software. Various techniques for analyzing case study evidence are explored including pattern matching, explanation building, and within-case and cross-case analysis. Perspectives on what it means to draw conclusions and build theory from qualitative data are explored. The course concludes with guidance on how to write and publish qualitative research.

DBA 9080 – Quantitative Research I

This course provides students with a command of the core concepts and tools needed to design quantitative studies and to collect, evaluate and analyze quantitative data. The course covers empirical data collection methods, such as surveys. It also covers sampling techniques, various types of data and appropriate analytical techniques. These include an introduction to univariate and bivariate statistics (i.e., chi-square, t- and z- tests, the ANOVA family, correlation, and regression). In addition, the course helps students gain proficiency in using SPSS software to analyze and interpret empirical results.

DBA 9100 – Quantitative Research II

This course introduces students to quantitative methods such as experiments, field studies, and use of secondary data. It strengthens student's ability to design and execute quantitative research with an emphasis on construct measurement (i.e., development of measurement scales associated with key variables of interest) and topics such as theoretical modeling, framing research questions, developing hypotheses, model refinement, reliability, scientific validity, and statistical conclusion validity. The course reinforces the knowledge base first developed in Quantitative Research I (DBA 9080) with focus on univariate, bivariate and multivariate statistics (t-test, the ANOVA family, correlations, factor analysis, and OLS regression), nonparametric statistics, and structural equation modeling.

DBA 9110 – Influences and Limitations on Executive Decision Making

Although executives make decisions continually, many are unaware of the cognitive and organizational processes that influence the outcome. This course examines human factors that guide executive decision-making. It also explores organizational influences on executive decisions, including structural, social and political forces. It investigates the actions executives can take to address their shortcomings as well as organizational limitations that affect executive performance.

DBA 9120 – Evidence-Based Management

This course develops the students' knowledge and skills related to the role of scientific and organizational evidence in management thinking and decision-making. Students will learn to recognize management practices based on habit, fads, convention and unrealistic levels of confidence and how to improve these practices with principles based on relevant scientific

findings and unbiased organizational facts. Students will learn how to: identify, access, and use an organizations data challenges; create decision-making information from organizational facts; and find, appraise, interpret and apply scientific evidence as managers.

DBA 9140– Laboratory for Business-Driven Research

This course is a workshop-oriented forum in which students will meet with their peers and the faculty to discuss obstacles encountered in their research as well as solutions for how to overcome them.

DBA 9150 – Creating and Disseminating Research Knowledge

This course develops an understanding of the role of executive doctorates in the creation and dissemination of new knowledge. Among the topics to be covered are how to develop a program of research to create knowledge within particular domains of theory and practice; approaches to present, discuss, and defend the results of rigorous engaged scholarship; methods of knowledge dissemination including publication in internal (e.g. white papers) and external (e.g. practitioner or academic publications) outlets; and the process of crafting engaged scholarship research for dissemination through these various outlets.

DBA 9170 – Dissertation Lab

During the last three semesters students will register for a total of 12 hours of independent dissertation work aimed at addressing a contemporary business problem. During this period, students will be expected to develop and defend a proposal, organize an independent research project, and write and defend a coherent dissertation. This course may be taken multiple times for credit.

7. The DBA Journey

The journey through the DBA program is designed to allow students to graduate in three years by studying 25-30 hours per week for 52 weeks each year.

As a *first principle*, the program builds on a mix of six content course, six method courses and six research labs. The content courses focus on contemporary business topics and theories, the method courses focus on foundational research methods to conduct rigorous research, and the labs focus on doing business research in a group research project and the individual dissertation project. This mix of activities is focused on research and allows students to finalize all requirements within the three years of the program.

As a *second principle*, the emphasis shifts from primarily being driven by courses early in the program to increasingly being driven by research. Also, the early emphasis is on methods courses with later emphasis on content courses. In this way, the activities are organized to give each student the requisite capabilities and time to finalize their dissertation studies with the three years of the program.

As a *third principle*, the first three semesters emphasize learning to do research whereas the last three semesters emphasize doing research in the individual dissertation project. This classical design of doctoral programs organizes the activities into two clearly defined steps in which students prepare for, and subsequently conduct their dissertation studies in close collaboration with their advisor.

As a *fourth principle*, the first three semesters are based on action learning in which students follow method courses and engage in the group research project in parallel. This approach allows students to quickly learn requisite research methodology by constantly moving back and forth between learning about methods in courses, and practicing methods in the group research project.

To further facilitate progress towards finalizing the dissertation studies, *two content courses play particular roles*. In the third semester, *DBA 9030 (Theory and Practice of Managing Organizations)* focuses on the role of theory in business research and each student must deliver an essay in which they present an initial design of their dissertation study. In this way, the course aims at facilitating the transition from the initial three semesters of learning to do research into the last three semesters of developing individual dissertations. Similarly, in the fourth semester, *DBA 9061 (Business Topics and Theory)* focuses on literature reviews and each student must deliver an essay on topics and theory related to their dissertations based on systematic review of extant research. In this way, the course aims to help the students do independent studies into the knowledge and theory foundations that will help them effectively move their dissertation research forward towards graduation.

8. Residency Schedule

<https://robinson.gsu.edu/doctor-of-business-administration/residency-dates/>

Class of 2027

August 2024

Wednesday (8/21)

8:00 AM – Orientation Day Begins

5:15 PM – Orientation Day Ends

6:00 PM – Orientation Dinner

Thursday (8/22)

7:00 AM – Breakfast

8:00 AM – DBA 9000 Leadership

12:00 PM – Lunch

1:00 PM – DBA 9020 Engaged Scholarship

Friday (8/23)

7:00 AM – Breakfast

8:00 AM – DBA 9080 Quantitative Research I

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9000 Leadership

Saturday (8/24)

7:00 AM – Breakfast

8:00 AM – DBA 9020 Engaged Scholarship

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9080 Quantitative Research I

September 2024

Thursday (9/26)

7:00 AM – Breakfast

8:00 AM – DBA 9000 Leadership

12:00 PM – Lunch

1:00 PM – DBA 9020 Engaged Scholarship

Friday (9/27)

7:00 AM – Breakfast

8:00 AM – DBA 9080 Quantitative Research I

12:00 PM – Lunch (grab lunch and take to classroom)

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9000 Leadership

Saturday (9/28)

7:00 AM – Breakfast

8:00 AM – DBA 9020 Engaged Scholarship

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9080 Quantitative Research I

October 2024

Thursday (10/24)

7:00 AM – Breakfast

8:00 AM – DBA 9000 Leadership

12:00 PM – Lunch

1:00 PM – DBA 9020 Engaged Scholarship

5:45 PM – 7:15 PM – Research Seminar

Friday (10/25)

7:00 AM – Breakfast

8:00 AM – DBA 9080 Quantitative Research I

12:00 PM – Lunch

1:30 PM – DBA 9000 Leadership

Saturday (10/26)

7:00 AM – Breakfast

8:00 AM – DBA 9020 Engaged Scholarship

12:00 PM – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9080 Quantitative Research I

November 2024

Thursday (11/21)

7:00 AM – Breakfast

8:00 AM – DBA 9000 Leadership

12:00 PM – Lunch

1:00 PM – DBA 9020 Engaged Scholarship

5:45 PM – 7:15 PM – Research Seminar

Friday (11/22)

7:00 AM – Breakfast

8:00 AM – DBA 9080 Quantitative Research I

12:00 PM – Lunch (grab lunch and take to classroom)

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9000 Leadership

Saturday (11/23)

7:00 AM – Breakfast

8:00 AM – DBA 9020 Engaged Scholarship

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9080 Quantitative Research I

January 2025

Thursday (1/23)

7:00 AM – Breakfast

8:00 AM – DBA 9140-1 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-1 Laboratory for Business-Driven Research (in-groups)

Friday (1/24)

7:00 AM – Breakfast

8:00 AM – DBA 9050 Qualitative Research I

12:00 PM – 12:30 PM Lunch

12:30 PM – 5:30 PM – DBA 9100 Quantitative Research II

Saturday (1/25)

7:00 AM – Breakfast

8:00 AM – DBA 9100 Quantitative Research II

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9050 Qualitative Research I

February 2025

Thursday (2/20)

7:00 AM – Breakfast

8:00 AM – DBA 9140-1 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-1 Laboratory for Business-Driven Research (in-groups)

Friday (2/21)

7:00 AM – Breakfast

8:00 AM – DBA 9050 Qualitative Research I

12:00 PM – Lunch (grab lunch and take to classroom)

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9100 Quantitative Research II

Saturday (2/22)

7:00 AM – Breakfast

8:00 AM – DBA 9100 Quantitative Research II

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9050 Qualitative Research I

March 2025

Thursday (3/20)

7:00 AM – Breakfast

8:00 AM – DBA 9140-1 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-1 Laboratory for Business-Driven Research (in-groups)

Friday (3/21)

7:00 AM – Breakfast

8:00 AM – DBA 9050 Qualitative Research I

12:00 PM – Lunch

1:30 PM – DBA 9100 Quantitative Research II

Saturday (3/22)

7:00 AM – Breakfast

8:00 AM – DBA 9100 Quantitative Research II

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9050 Qualitative Research I

April 2025

Thursday (4/17)

7:00 AM – Breakfast

8:00 AM – DBA 9140-1 Business Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-1 Business Driven Research (in-groups)

Friday (4/18)

7:00 AM – Breakfast

8:00 AM – DBA 9050 Qualitative Research I

12:00 PM – Lunch

1:30 PM – DBA 9100 Quantitative Research II

Saturday (4/19)

7:00 AM – Breakfast

8:00 AM – DBA 9100 Quantitative Research II

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9050 Qualitative Research I

Class of 2026

August 2024

Thursday (8/22)

7:00 AM – Breakfast

8:00 AM – DBA 9140-2 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-2 Laboratory for Business-Driven Research (in-groups)

Friday (8/23)

7:00 AM – Breakfast

8:00 AM – DBA 9070 Qualitative Research II

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9030 Theory & Practice of Managing Organization

Saturday (8/24)

7:00 AM – Breakfast

8:00 AM – DBA 9030 Theory & Practice of Managing Organization

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM - DBA 9070 Qualitative Research II

September 2024

Thursday (9/26)

7:00 AM – Breakfast

8:00 AM – DBA 9140-2 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-2 Laboratory for Business-Driven Research (in-groups)

Friday (9/27)

7:00 AM – Breakfast

8:00 AM – DBA 9070 Qualitative Research II

12:00 PM – Lunch (grab lunch and take to classroom)

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9030 Theory & Practice of Managing Organization

Saturday (9/28)

7:00 AM – Breakfast

8:00 AM – DBA 9030 Theory & Practice of Managing Organization

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9100 Quantitative Research II

October 2024

Thursday (10/24)

7:00 AM – Breakfast

8:00 AM – DBA 9140-2 Laboratory for Business-Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-2 Laboratory for Business-Driven Research (in-groups)

Friday (10/25)

7:00 AM – Breakfast

8:00 AM – DBA 9070 Qualitative Research II

12:00 PM – Lunch

1:30 PM – 5:30pm – DBA 9030 Theory & Practice of Managing Organization

Saturday (10/26)

7:00 AM – Breakfast

8:00 AM – DBA 9030 Theory & Practice of Managing Organization

12:00 PM – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9070 Qualitative Research II

November 2024

Thursday (11/21)

7:00 AM – Breakfast

8:00 AM – DBA 9140-2 Business Driven Research (in-class)

12:00 PM – Lunch

1:30 PM – DBA 9140-2 Laboratory for Business-Driven Research (in-groups)

Friday (11/22)

7:00 AM – Breakfast

8:00 AM – DBA 9070 Qualitative Research II

12:00 PM – Lunch (grab lunch and take to classroom)

12:15 PM – 1:15 PM – Lunch-and-learn

1:30 PM – DBA 9030 Theory & Practice of Managing Organization

Saturday (11/23)

7:00 AM – Breakfast

8:00 AM – DBA 9030 Theory & Practice of Managing Organization

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9070 Qualitative Research II

January 2025

Thursday (1/23)

7:00 AM – Breakfast

8:00 AM – DBA 9170-1 Dissertation Lab (group work)

12:00 PM – Lunch

1:30 PM – DBA 9170-1 Dissertation Lab

Friday (1/24)

7:00 AM – Breakfast

8:00 AM – DBA 9041 Theory and Practice of Digital Transformation

12:00 PM – 1:30 PM Lunch

1:30 PM – DBA 9061 Business Topics & Theory

Saturday (1/25)

7:00 AM – Breakfast

8:00 AM – DBA 9061 Business Topics & Theory

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM - DBA 9041 Theory and Practice of Digital Transformation

February 2025

Thursday (2/20)

7:00 AM – Breakfast

8:00 AM – DBA 9170-1 Dissertation Lab (group work)

12:00 PM – Lunch

1:30 PM – DBA 9170-1 Dissertation Lab

Friday (2/21)

7:00 AM – Breakfast

8:00 AM – DBA 9041 Theory and Practice of Digital Transformation

12:00 PM - Lunch

1:30 PM – DBA 9061 Business Topics & Theory

Saturday (2/22)

7:00 AM – Breakfast

8:00 AM – DBA 9061 Business Topics & Theory

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9041 Theory and Practice of Digital Transformation

March 2025

Thursday (3/20)

7:00 AM – Breakfast

8:00 AM – DBA 9170-1 Dissertation Lab (group work)

12:00 PM – Lunch

1:30 PM – DBA 9170-1 Dissertation Lab

Friday (3/21)

7:00 AM – Breakfast

8:00 AM – DBA 9041 Theory and Practice of Digital Transformation

12:00 PM – Lunch

1:30 PM – DBA 9061 Business Topics & Theory

Saturday (3/22)

7:00 AM – Breakfast

8:00 AM – DBA 9061 Business Topics & theory

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9041 Theory and Practice of Digital Transformation

April 2025

Thursday (4/19)

7:00 AM – Breakfast

8:00 AM - DBA 9170-1 Dissertation Lab (group work)

12:00 PM – Lunch

1:30 PM – DBA 9170-1 Dissertation Lab

Friday (4/20)

7:00 AM – Breakfast

8:00 AM – DBA 9041 Theory and Practice of Digital Transformation

12:00 PM – Lunch

1:30 PM – DBA 9061 Business Topics & Theory

Saturday (4/21)

7:00 AM – Breakfast

8:00 AM – DBA 9061 Business Topics & Theory

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9041 Theory and Practice of Digital Transformation

Class of 2025

August 2024

Thursday (8/22)

7:00 AM – Breakfast

8:00 AM – DBA 9170-2 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9020-2 Dissertation Lab

Friday (8/23)

7:00 AM – Breakfast

8:00 AM – DBA 9170-3 Dissertation Lab

1:30 PM – DBA 9110 Influences & Limitations on Executive Decision-Making

Saturday (8/24)

7:00 AM – Breakfast

8:00 AM – DBA 9110 Influences & Limitations on Executive Decision-Making

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-3 Dissertation Lab

September 2024

Thursday (9/26)

7:00 AM – Breakfast

8:00 AM – DBA 9170-2 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-2 Dissertation Lab

Friday (9/27)

7:00 AM – Breakfast

8:00 AM – DBA 9170-3 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9110 – Influences & Limitations on Executive Decision-Making

Saturday (9/28)

7:00 AM – Breakfast

8:00 AM – DBA 9110 Influences & Limitations on Executive Decision-Making

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-3 Dissertation Lab

October 2024

Thursday (10/24)

7:00 AM – Breakfast

8:00 AM – DBA 9170-2 Dissertation Lab

12:00 PM – Lunch

1:300 PM – DBA 9170-2 Dissertation Lab

Friday (10/25)

7:00 AM – Breakfast

8:00 AM – DBA 9170-3 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9110 Influences & Limitations on Executive Decision-Making

Saturday (10/26)

7:00 AM – Breakfast

8:00 AM – DBA 9110 Influences & Limitations on Executive Decision-Making

12:00 PM – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-3 Dissertation Lab

November 2024

Thursday (11/21)

7:00 AM – Breakfast

8:00 AM – DBA 9170-2 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-2 Dissertation Lab

Friday (11/22)

7:00 AM – Breakfast

8:00 AM – DBA 9170-3 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9110 Influences & Limitations on Executive Decision-Making

Saturday (11/23)

7:00 AM – Breakfast

8:00 AM – DBA 9110 Influences & Limitations on Executive Decision-Making

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-3 Dissertation Lab

January 2025

Thursday (1/23)

7:00 AM – Breakfast

8:00 AM – DBA 9170-4 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-4 Dissertation Lab

Friday (1/24)

7:00 AM – Breakfast

10:00 AM – 12:00 PM Creating & Disseminating Research Knowledge

12:00 PM – Lunch

1:30 PM – DBA 9120 Evidence Based Management

Saturday (1/25)

7:00 AM – Breakfast

8:00 AM – DBA 9120 Evidence Based Management

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM - DBA 9170-4 Dissertation Lab

February 2025

Thursday (2/20)

7:00 AM – Breakfast

8:00 AM – DBA 9170-4 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-4 Dissertation Lab

Friday (2/21)

7:00 AM – Breakfast

10:00 AM – 12:00 PM Creating & Disseminating Research Knowledge

12:00 PM – Lunch

1:30 PM – DBA 9120 Evidence Based Management

Saturday (2/22)

7:00 AM – Breakfast

8:00 AM – DBA 9120 Evidence Based Management

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-4 Dissertation Lab

March 2025

Thursday (3/20)

7:00 AM – Breakfast

8:00 AM – DBA 9170-4 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-4 Dissertation Lab

Friday (3/21)

7:00 AM – Breakfast

10:00 AM – 12:00 PM Creating & Disseminating Research Knowledge

12:00 PM – Lunch

1:30 PM – DBA 9120 Evidence Based Management

Saturday (3/22)

7:00 AM – Breakfast

8:00 AM – DBA 9120 Evidence Based Management

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-4 Dissertation Lab

April 2025

Thursday (4/17)

7:00 AM – Breakfast

8:00 AM – DBA 9170-4 Dissertation Lab

12:00 PM – Lunch

1:30 PM – DBA 9170-4 Dissertation Lab

Friday (4/18)

7:00 AM – Breakfast

10:00 AM – 12:00 PM Creating & Disseminating Research Knowledge

12:00 PM – Lunch

1:30 PM – DBA 9120 Evidence Based Management

Saturday (4/19)

7:00 AM – Breakfast

8:00 AM – DBA 9120 Evidence Based Management

12:00 – 12:30 PM – Lunch

12:30 PM – 4:30 PM – DBA 9170-4 Dissertation Lab

9. Group Research Project

Group Research Review

Charles Dhanaraj

Academic Director

DBA Program at GSU

Curriculum review by semester

- 18 courses (6 content, 6 method, 6 research labs)

Year 1 Fall Semester

- **C** Leadership to Create Human Value
- **M** Philosophy & Practice of Science & Research
- **M** Designing Quantitative Research Studies

Year 1 Spring Semester

- **M** Designing Qualitative Research Studies
- **M** Analyzing Quantitative Research Data
- **R** Laboratory for Business-Driven Research I

Year 2 Fall Semester

- **C** Theory & Practice of Managing Organizations
- **M** Analyzing Qualitative Research Studies
- **R** Laboratory for Business-Driven Research II

Year 2 Spring Semester

- **C** Digital Transformation
- **C** Business Topics & Theories
- **R** Dissertation Lab I

Year 3 Fall Semester

- **C** Influences and Limitations on Executive Decision Making
- **R** Dissertation Lab II
- **R** Dissertation Lab III

Year 3 Spring Semester

- **C** Evidence-based Management
- **M** Institutional Research and Knowledge Dissemination
- **R** Dissertation Lab IV

Purpose of group research

- To learn about research through practicing
- To experience the entire process from start to publication
- To complement the research method classes
- To develop the requisite skills to engage in independent dissertation research
- ***You are practicing action learning***

Principles for Group Project

- Minimize data access risks
- Appreciate role of Advisor as both coach and participant
- Emphasize learning research-in-practice
- Establish effective collaboration routines
- Leverage participants' business engagement
- Exemplify engaged scholarship in some form
- Submit publication for review one year later

Ideal Timeline

- Start immediately after ***November*** residency, first semester
- Overall research design by end of ***January*** residency, second semester
- Detailed research design and literature review by end of ***February*** residency
- IRB approval by end of ***March*** residency
- First group project deliverable by end of ***April*** residency (see below)
- Data collected and draft design of paper by end of ***June***
- Data analyzed and write up of literature background, theoretical framing and research method by end of ***August***
- Second group project deliverable by end of ***November*** residency (see below)
- ***Start early on each activity, work in parallel***

First group project deliverable

- By the end of the 2nd semester April residency each group makes a 30-minute research-in-progress presentation including the following:
 - Title and research question
 - Background literature
 - Analytical framing
 - Research design
 - Expected results
 - Plan for finalizing
- You will send presentation to the Academic Advisor, cc your advisor, and the Academic Advisor will give a grade of pass-fail for DBA 9140 Laboratory for Business Driven Research I for spring semester.

Second group project deliverable

- By the end of the 3rd semester November residency groups will deliver to the Academic Director a full research paper submitted to peer-review journal or conference co-authored by the students (alphabetically listed) and advisor (listed last)
- The Academic Director will give a grade of pass-fail for DBA 9140 Laboratory for Business Driven Research II for fall semester based on deliverable and participation declaration from each advisor.

Publication options

- Send research-in-progress paper or poster to Engaged Management Scholarship (EMS) Conference in 2nd semester
- Send full paper to EMS in 4th semester
- Publish paper in *Engaged Management Review (EMR)*
 - Electronic submission
- and many other conferences and journals

10. Dissertation Research Overview

Dissertation Research Overview

Lars Mathiassen

Academic Director

J Mack Robinson College of Business

Curriculum review by semester

- 18 courses (6 content, 6 method, 6 research labs)

Year 1 Fall Semester

- **C** Leadership to Create Human Value
- **M** Philosophy & Practice of Science & Research
- **M** Designing Quantitative Research Studies

Year 1 Spring Semester

- **M** Designing Qualitative Research Studies
- **M** Analyzing Quantitative Research Data
- **R** Laboratory for Business-Driven Research I

Year 2 Fall Semester

- **C** Theory & Practice of Managing Organizations
- **M** Analyzing Qualitative Research Studies
- **R** Laboratory for Business-Driven Research II

Year 2 Spring Semester

- **C** Digital Transformation
- **C** Business Topics & Theories
- **R** Dissertation Lab I

Year 3 Fall Semester

- **C** Influences and Limitations on Executive Decision Making
- **R** Dissertation Lab II
- **R** Dissertation Lab III

Year 3 Spring Semester

- **C** Evidence-based Management
- **M** Institutional Research and Knowledge Dissemination
- R** Dissertation Lab IV

Laboratory for Dissertation Research I-IV

- Research should exemplify engaged scholarship into own or relevant business practices
- Advisor is expert in research method
- Interdisciplinary knowledge acquired through committee, advisor, or elsewhere
- Each dissertation project is autonomous
 - Residencies for work, collaboration, supervision, and discussions
 - Ongoing coordination and collaboration mediated by technology
- Pass-fail of Dissertation Research Labs I-IV graded by Academic Director based on deliverables

Monograph Format

- The traditional format of a doctoral dissertation
- Structured as comprehensive text including: Abstract, Introduction, Literature Review, Theoretical Framing, Research Design, Empirical Results and Discussion of Contributions (or similar structure).
- Allows the student to provide an elaborate and comprehensive presentation of the dissertation research.
- A typical monograph dissertation is 100 pages excluding references and appendices.

Two-paper Format

- Alternative format with dissertation research presented in three parts
 - Part I presents the motivation for and approach to the research, including Practical Problem, Positioning in relation to Literature, Application of Theory, Research Design and Paper summaries
 - Part II presents a paper about the research for submission to an academic journal
 - Part III presents a paper about the research for submission to a practitioner journal
- Allows student to develop papers for publication as part of the dissertation process. Both papers must follow the requirements for submission to a specific journal

- Typical dissertation is 100 pages excluding references and appendices

Process overview

- Dissertation advisor decided before end of 3rd semester November residency
- Dissertation research starts after 3rd semester November residency
- Dissertation topic and theory explored during 4th semester in DBA 9061
- Committee formed early in 4th semester (three professors chaired by advisor)
- Informal presentation of dissertation proposal at 4th semester April residency
- Dissertation status report submitted by end of 4th semester April residency
- Dissertation proposal defended before 5th semester September 30th
- Dissertation status report submitted by end of 5th semester November residency
- Dissertation defended before 6th semester April 30th
- Subsequent publication of paper(s) with advisor

11. Dissertation Guidelines

The purpose of this document is to provide guidelines to students and advisors on the dissertation format, the dissertation process, and the dissertation deliverables. The process starts in semester 3 and unfolds during semesters 4, 5 and 6, with the goal of successfully defending a dissertation that demonstrates independent engaged scholarship into a contemporary business problem. The table below summarizes the guidelines, which are designed to help students and advisors develop a productive relationship that will allow students to finish on time.

Dissertation Format

There are two different formats available for the dissertation. The decision as to which format the student uses should be decided between the student and advisor early in the 4th semester:

1. **Monograph format:** This is the traditional format of a doctoral dissertation, structured as one comprehensive text including: Abstract, Introduction, Literature Review, Theoretical Framing, Research Design, Empirical Results and Discussion of Contributions (or similar structure). This monograph format allows the student to provide an elaborate and comprehensive presentation of the dissertation research. A monograph dissertation is limited to 40,000 words, excluding title page, abstract, list of contents, references, and appendices.
2. **Two-paper format:** This is an alternative format in which the dissertation research is presented in three parts. Part I presents the motivation for and approach to the research, including Practical Problem, Positioning in relation to Literature, Application of Theory, Research Design and Paper summaries. Part II presents a paper about the research for submission to a peer-reviewed academic journal. Part III presents a paper about the research for submission to a peer-reviewed practitioner journal. This two-paper format allows the student to develop papers for publication as part of the dissertation process. Both papers must follow the requirements for submission to a specific journal. A two-paper dissertation is limited to 40,000 words, excluding title page, abstract, list of contents, references, and appendices.

| <i>Process</i> | <i>Activities</i> | <i>Deliverables</i> | <i>Milestone</i> |
|---|--|--|---|
| <p>Research design</p> <p>December 1st – April 30th</p> <p>(semester 4)</p> | <ul style="list-style-type: none"> Decide research area and research question Describe practical problem setting Identify literature background Articulate opportunity to make contribution Identify theoretical framing Outline research method Agree on student-advisor collaboration Recruit committee members Chose dissertation format Create overall plan for dissertation process | <ul style="list-style-type: none"> Initial, detailed research design completed, e.g., Table 2 (Mathiassen, 2017) Initial dissertation structure determined, e.g., Table 3 (Mathiassen, 2017) Dissertation topic and theory reviewed in DBA 9061 Initial dissertation plan agreed upon Dissertation committee defined and members on board | <ul style="list-style-type: none"> To receive a “pass” in the research lab for this semester, the research design, dissertation structure and overall plan must be presented at the April residency. |
| <p>Proposal defense</p> <p>May 1st – November 30th</p> <p>(semester 5)</p> | <ul style="list-style-type: none"> Develop and write literature background section Develop and write theoretical framing section Develop and write research method section Plan data collection in detail Ensure IRB approval Develop complete dissertation proposal Collect data Prepare proposal defense | <ul style="list-style-type: none"> Dissertation proposal defended Plan for data collection prepared IRB approval received (before data collection can begin) Data collected | <ul style="list-style-type: none"> To receive a “pass” in the research labs for this semester, the dissertation proposal must be defended no later than November 30th. |
| <p>Dissertation defense</p> <p>December 1st – April 30th</p> <p>(semester 6)</p> | <ul style="list-style-type: none"> Revise dissertation front-end based on feedback from proposal defense Analyze data Develop and write results section Develop and write discussion and conclusion sections Finalize complete dissertation Develop plan for publications based on dissertation | <ul style="list-style-type: none"> Written dissertation and defense presentation completed Successful oral dissertation defense All recommended revisions made, and final dissertation uploaded Publication plan created | <ul style="list-style-type: none"> To receive a “pass” in the research lab for this semester, the dissertation must be defended by April 30th and the final dissertation uploaded |

| | | | |
|--|--|--|--|
| | <ul style="list-style-type: none"> • Revise and upload dissertation into GSU system | | |
|--|--|--|--|

Student and advisor should start discussing dissertation options during semester 3, so they can move forward quickly at the start of semester 4.

Research Design: December 1st – April 30th (Semester 4)

Semester 4 focuses on designing the research and establishing a suitable structuring of the research process. Designing the research includes: deciding a research area and research question; describing a practical problem setting; identifying literature background; articulating an opportunity to make contribution; identifying theoretical framing; and outlining a research method. It is essential that the research is designed as an engaged scholarship with 1) an appropriate opportunity to contribute to both the practical problem setting and the literature background, and 2) secured access to data that will allow implementation of the study. The contribution must make a difference in relation to the broader field of study, and data access includes having appropriate and sufficient data to address the research question and conduct suggested analyses and statistical tests.

The structuring of the process includes: agreeing upon student-advisor collaboration; recruiting committee members; choosing a dissertation format; and creating an overall plan for the dissertation process. The committee must consist of three professors; the advisor (chair) and 2 other professors. Of the three members, 2 must be from GSU and 2 must be tenured. It is important that the student and advisor discuss and agree on how to best organize their collaboration. The committee must be approved by the academic director.

The deliverables for semester 4 are: the initial, detailed research design, e.g., Table 2 in (Mathiassen, 2017); the initial dissertation structure, e.g., Table 3 in (Mathiassen, 2017); the initial dissertation plan; and the dissertation committee. **The student must present the research design, dissertation structure and overall plan at the April residency.** The presentation may include the following: 1) proposed title; 2) theme and research question; 3) theoretical background; 4) theoretical framing; 5) approach to data collection and analysis; 6) expected contributions; 7) dissertation format; 8) plan for finalizing dissertation; and 9) main references. The related research lab is graded pass-fail.

Proposal Defense: May 1st – November 30th (Semester 5)

Semester 5 focuses on developing and defending the proposal and on planning and finalizing data collection. The dissertation proposal presents the theme, motivation, background literature, theoretical framing, research design, expected contribution, dissertation format, and plan for the study. The proposal is limited to 20,000 words, excluding title page, abstract, list of contents, references, and appendices. The structuring of the proposal will depend on the specifics of the proposed research and the dissertation format. Students are advised to review successfully defended proposals of similar studies as templates. The key activities involved in developing and defending the proposal are to develop and write a literature background, a theoretical framing section, and a research method section, as well as the defense proposal itself. It is essential that the student 1) interacts closely with the advisor

and committee leading up to the proposal defense and 2) records and shares the key recommendations with the committee after the proposal defense.

During semester 5, the student must also secure the empirical foundation for the dissertation. This includes creating a detailed plan for data collection; ensuring IRB approval; and collecting data. Together with establishing an appropriate opportunity to contribute to practice and to the literature, ensuring access to requisite data is essential for successfully moving the dissertation process forward and maintaining the opportunity to defend the dissertation before the end of semester 6. The student is advised to start the IRB process as early as feasible, taking into account that this process is time-consuming and requires iterations, and that IRB approval must be obtained before initiation of data collection.

The deliverables for semester 5 are: dissertation proposal; IRB approval; plan for data collection; collected data; and proposal presentation for defense. **The student must defend the proposal and have data collected by November 30th.** The related research labs are graded pass-fail.

Dissertation Defense: December 1st – April 30th (Semester 6)

The focus of semester 6 is on developing the final dissertation and organizing the dissertation defense. The dissertation is limited to 40,000 words, excluding title page, abstract, list of contents, references, and appendices. The specific structuring of the dissertation depends on the chosen dissertation format and on the specifics of the research. The dissertation should follow a style similar to that suggested for the proposal. Finalizing the dissertation includes: revising the dissertation on the front-end based on feedback from proposal defense; analyzing data; developing and writing a results, discussion and conclusion section; and, finally completing the overall dissertation. It is important that the student keeps close contact with advisor and committee during this process to ensure proper convergence towards a successful dissertation defense.

After the defense, students must revise the dissertation in accordance with committee recommendations. When the final version of the dissertation has been approved by the advisor, the student works with the program managers to have it checked for plagiarism and make sure it follows GSU rules. To facilitate this process, **the student is strongly advised to adopt an acceptable format and style for the dissertation document from the very start and stick to this format throughout the process.** Acceptable formats are available in the dissertations presented on our website. After finalizing the dissertation, students should develop a plan for journal publication in collaboration with their advisor. **Center for Engaged Business Research** offers workshop and support for this process and for continuing research activities beyond graduation.

The deliverables for semester 6 are: a completed dissertation for defense; a dissertation defense presentation; a publication plan; and a final dissertation uploaded with all necessary revisions completed. Confirmation of successful defense of the dissertation in an oral session with the committee must be submitted ***before the end of the 6th semester April 30th.*** The

related research lab is graded with pass-fail. If the dissertation is not completed by then, the student has four additional semesters beyond the three years of the program to complete it.

References

L. Mathiassen. Designing Engaged Scholarship: From Real-World Problems to Research Publications. *Engaged Management Review*. Vol. 1, No. 1, 17-28, 2017.

12. Advisor & Advisee Agreement

After completing their dissertation, each advisee will complete a Doctoral Advisor Performance Review (see form below) and send the completed form to the Associate Director of the DBA Program. **This form will be confidential and will not be shared with the advisor.** Completion of these forms is very important. These serve not only as an important component of the DBA program's ongoing accreditation but, more importantly, help to monitor and improve our advisors and the advising process.

After a student successfully completes their dissertation, each advisor will complete a Doctoral Advisee Performance Review (see form below) and send the completed form to the Associate Director of the DBA Program. **This form will be confidential and will not be shared with the advisee.** Completion of these forms by the advisor is very important. These serve not only as an important component of the DBA program's ongoing accreditation but, more importantly, help to monitor and improve the Student Learning Outcomes (SLO's) of the program.

COMMITMENT OF ADVISEE TO ADVISOR:

1. I have the primary responsibility for the successful completion and defense of my dissertation.
2. I will meet regularly with my advisor and keep her/him informed of updates on my progress and other events affecting that progress.
3. I will keep dissertation committee members informed of my progress and other events affecting that progress.
4. I will be reasonable in my expectations of turnaround time on my work submitted for review.
5. I will work diligently to meet the established deadlines of our mutually agreed upon timetable for completion.
6. I will be knowledgeable and follow the policies and requirements of Georgia State, the Robinson College of Business and the DBA Program including but not limited to those on copyrights, plagiarism, ethics, and conflicts of interest.
7. I will attend and participate in relevant group meetings and workshops that are part of the DBA Program.
8. I will maintain and keep detailed, organized, and accurate records of my research.
9. I will be accessible and respectful at all times.

COMMITMENT OF ADVISOR TO ADVISEE:

1. I will be committed to mentoring my advisee to help develop their careers following completion of their dissertation.
2. I will help plan and direct the advisee's project including establishing a timeline for completion and interim reasonable and attainable goals.
3. I will commit to meet with the advisee on a regular basis.
4. I will commit to a timely turnaround in reviewing and commenting on advisee's work.
5. I will commit to being knowledgeable of the resources available to my advisee and inform the advisee of those resources.
6. I will help the advisee select his/her dissertation committee and coordination with them.
7. I will be knowledgeable and make the advisee aware of the policies and requirements of Georgia State, the Robinson College of Business and the DBA Program including but not limited to those on copyrights, plagiarism, ethics, and conflicts of interest and to the best of my ability see that the advisee follows these policies and requirements.
8. I will discuss authorship policies and publication opportunities with my advisee.
9. I will encourage the advisee to attend, participate in, and present at professional meetings, conferences, and seminars.
10. I will provide an environment that is intellectually stimulating, emotionally supportive, safe and free of harassment.
11. I will be supportive, equitable, accessible, encouraging, and respectful.

Doctoral Advisor Performance Review (Confidential)

| Advisor/Graduate Information | | | |
|---------------------------------|--|----------------------------|--|
| Doctoral Advisor | | Also Group Advisor (Y/N)? | |
| DBA Doctorate Graduate Name | | Year Graduated | |
| OK to Contact to Discuss (Y/N)? | | Preferred Phone # or Email | |
| Date of Defense | | | |

| Ratings | | | | | |
|--|----------|----------|------------------|----------|---------------|
| | 1 = Poor | 2 = Fair | 3 = Satisfactory | 4 = Good | 5 = Excellent |
| Responsiveness | | | | | |
| <i>Comments</i> | | | | | |
| Ability to convey research concepts | | | | | |
| <i>Comments</i> | | | | | |
| Clarity of Comments | | | | | |
| <i>Comments</i> | | | | | |
| Listening Skills | | | | | |
| <i>Comments</i> | | | | | |
| Enthusiasm for Dissertation | | | | | |
| <i>Comments</i> | | | | | |
| Mentoring skills | | | | | |
| <i>Comments</i> | | | | | |
| Overall Rating (average the rating numbers above) | | | | | |

| Evaluation |
|-------------------------|
| STRENGTHS AS ADVISOR: |
| SUGGESTED IMPROVEMENTS: |

Assessment of the DBA Program - To be completed by the Dissertation Committee Chair

Student Name _____ Committee Chair Name _____

The scores provided will be aggregated across DBA candidates as part of a continuous improvement process. The process seeks to identify strengths and weaknesses in DBA candidate learning/development on the primary learning objectives of the program.

On the continuum below, equate a score of 5 as indicating the ideal DBA candidate on each dimension and a score of 1 as the furthest from ideal DBA candidate.

| Dimension | 5 - Superior | 4 - Strong | 3 - Acceptable | 2 - Marginal | 1 - Unacceptable | Score |
|---|---|--|--|---|--|-------|
| 1 The DBA candidate demonstrates general research competence in applied research including expertise in at least one research paradigm. | Strong competence evidenced in designing and conducting applied research projects and written reports with clear expertise demonstrated in one or more research paradigms | Good evidence of competence in designing and developing applied research projects with developing expertise in one or more research paradigms | Acceptable evidence of applied research competence with some indication of developing expertise in at least one paradigm | Some evidence of applied research competence, unclear evidence of competence in one paradigm | No evidence of applied research competence | _____ |
| 2 The candidate demonstrates an understanding of the interdisciplinary, managerial, and organizational contexts relevant for his/her industry. | The candidate demonstrates a superior depth and awareness of the interdisciplinary, managerial and organizational contexts relevant for the industry | The candidate demonstrates an in-depth understanding of the interdisciplinary, managerial, and organizational contexts relevant for the industry | The candidate demonstrates good understanding of the interdisciplinary, managerial and organizational contexts relevant for the industry | The candidate demonstrates superficial understanding of the interdisciplinary, managerial and organizational contexts relevant for the industry | The candidate demonstrates very limited understanding of the interdisciplinary, managerial and organizational contexts relevant for the industry | _____ |

| | | | | | |
|---|--|--|---|---|---|
| <p>3</p> <p>The candidate engages in applied scholarship and creates new knowledge addressing contemporary business problems relevant for his/her industry.</p> | <p>The candidate engages in applied scholarship that sparks new understandings that could set new directions relevant for his/her industry</p> | <p>The candidate engages in applied scholarship that contributes to the existing line of applied research relevant for his/her industry</p> | <p>The candidate engages in applied scholarship, but with limited contribution relevant for his/her industry</p> | <p>The candidate engages in applied scholarship with no likely contribution relevant for his/her industry</p> | <p>The candidate has not demonstrated engagement in applied scholarship relevant for his/her industry</p> |
| <p>4</p> <p>The candidate demonstrates knowledge of the relevant theory and scholarly literature in the area of inquiry.</p> | <p>Demonstrates a deep, extended knowledge reflecting depth, breadth and critical understanding of the scholarly literature in the major area of inquiry</p> | <p>Demonstrates extended knowledge of the scholarly literature of the major area of inquiry</p> | <p>Demonstrates basic knowledge of the scholarly literature of the major area of inquiry</p> | <p>Demonstrates superficial knowledge of the scholarly literature</p> | <p>Demonstrates a lack of knowledge of the scholarly literature</p> |
| <p>5</p> <p>The DBA candidate demonstrates an extended knowledge base in an interdisciplinary area that is associated with or supports the major area of inquiry.</p> | <p>The candidate demonstrates an extended knowledge base that shows depth, breadth and critical understandings in a an interdisciplinary area that is associated with or that supports the major area of inquiry</p> | <p>The candidate demonstrates a strong extended knowledge base in an interdisciplinary area that is associated with or that supports the major area of inquiry</p> | <p>The candidates demonstrates a good extended knowledge base in an interdisciplinary area that is associated with or that supports the major area of inquiry</p> | <p>The candidate demonstrates superficial knowledge of an interdisciplinary area that is associated with or that supports the major area of inquiry</p> | <p>The candidate demonstrates a lack of knowledge in an interdisciplinary area that is associated with or that supports the major area of inquiry</p> |
| <p>6</p> <p>The DBA candidate will possess an interdisciplinary</p> | <p>The candidate demonstrates a thorough and refined perspective on</p> | <p>The candidate demonstrates a broad perspective on the</p> | <p>The candidate demonstrates adequate perspective on the</p> | <p>The candidate demonstrates a superficial interdisciplinary or global</p> | <p>The candidate does not demonstrate an interdisciplinary, global</p> |

| | | | | | |
|--|--|---|--|---|---|
| perspective on business leadership. | the interdisciplinary, global aspects of contemporary business leadership. | interdisciplinary, global aspects of contemporary business leaderp. | interdisciplinary, global aspects of contemporary business leadership. | perspective on contemporary business leadership | perspective on contemporary business leadership |
|--|--|---|--|---|---|

Comments:

13. Steps for Final Graduation Clearance

- 1. Description:** Confirm that your Academic Record shows DBA program requirements (54 hours, RCR & CITI) and has the correct personal information for your student account.

Deadline: End of February of your 6th semester

How to do this:

 - Log-in to your PAWS account and look for Academic Evaluation
 - It should show (as of the end of February) that you have 'used' 45 out of the required 54 credits. The 9 remaining credits will be awarded after the semester is done.

- 2. Description:** Verify that the name listed in PAWS is the name you want printed on your diploma.

Deadline: April 30th of your 6th semester

How to do this:

 - Log in to PAWS
 - Under the '**Student Records**' menu, click '**Apply to Graduate**'.
 - Select the program and graduation term.
 - Select whichever choice you want for 'attend the ceremony' (it's the University Commencement for ALL students (undergrad and grad), NOT Executive Doctorate's Commencement). We host our own for DBA.
 - Select any special needs.
 - You will finally come to the '**Diploma Name Selection**' page. Your name should be listed as you want it printed on your diploma here. If it is not correct, let us know.

- 3. Description:** Verify CITI training completion: <https://www.citiprogram.org>

Deadline: End of February of your 6th semester

How to do this:

 - Send a copy of the certification to us for your file. The sooner you do this, the better!
 - CITI certification only lasts three years so if it's been longer than that timeframe, you will need to renew your certification.
 - PLEASE LET US KNOW IF IT SHOWS YOU ARE NOT CERTIFIED AS YOU CANNOT GRADUATE WITHOUT THIS REQUIREMENT

- 4. Description:** As soon as possible, send us the information you would like to have printed in the Commencement Exercises program.

Deadline: No later than **END OF THE FIRST WEEK IN APRIL** of your 6th semester.

How to do this: Send us the following, using the example below:

Your Name

B.S., 1998 Name of Institution

M.S., 2003 Name of Institution

Dissertation: Complete Title

Chair: Dr. First and Last Name

- Any submissions after the first week in April will be up to our discretion. We **MUST** have the information turned in to the printer by April 8th or else we will not be able to print the program.
- Diplomas will be mailed six weeks after degree conferral, which takes place in mid **May**.

5. Description: Dissertations must be defended by **April 30th** in order to walk in Commencement.

Deadline: You have until 5 PM on April 30th.

How to do this:

- If you have any questions about the dissertation format, there is a helpful guide online: <http://phd.robinson.gsu.edu/ph-d-students/online-student-handbook/the-dissertation/>
- Once you schedule your defense (if you have not done so already), send us your **Dissertation Defense Announcement**. We will send out an announcement to RCB faculty and doctoral students.
- You, your chair, or department coordinator should send us your original Acceptance (**Dissertation Accepted by Committee**) and Final Oral (**Record of Final Oral Exam**) forms. The Acceptance form should include a statement that all required revisions are complete and approved **OR** the final approval can be sent to us by email from your chair.

6. Description: Formatting your dissertation

Deadline: Latest you can upload is by the end of the first week in May.

How to do this:

- Confirm that the document is in a TrueType font (and checking that the font and size are correct/consistent)
- Confirm that chapters use Roman numerals
- Confirm that the pagination formulae comply with the guidelines

- Confirm that chapters start on "new" pages
 - Confirm that required introductory elements are there and in the proper order
 - Confirm that tables and figures are within margins (and that they transfer successfully after embedding fonts and saving as a PDF)
 - Confirm that the document is NOT right-justified, and that proper indentations are used
 - Confirm that headings and subheadings are structured according to APA
 - FINALIZE (after you have created) Table of Contents and Tables of Lists and Figures
 - **REMEMBER: You can do all these things yourself** by going to the following website and following the list of requirements for dissertations:
<http://phd.robinson.gsu.edu/ph-d-students/online-student-handbook/the-dissertation/>
 - Most of the requirements are as follows:
 - **Basic Formatting Guidelines**
 - **Page size:** 8.5 x 11 inches
 - **Margins:** One inch on each side
 - **Justification:** Text should be left aligned only
 - **Font:** Use 11 or 12 font size. Use true type fonts (Times, Arial, etc.)
 - **Tables/figures:** Embed in the dissertation as close to the related text as possible. When this is not possible, refer to your style guide for alternatives
7. **Description:** Dissertations must be uploaded by **the end of the first week in May** in order receive your diploma for Spring graduation
Deadline: End of first week in May
How to do this:
- When uploading your dissertation, include the **Dissertation Required Insert Pages** at the beginning of the document before submitting.
 - Name your dissertation file as the following:
lastname firstname middleinitial yearsemester edb.pdf (semesters are 01-spring, 05-summer, 08-fall) (ex: *kalnitz_maury_c_201301_edb.pdf*)
 - Your pagination (page numbering) should follow whatever style format you choose – just stay consistent throughout
 - Start here: scholarworks.gsu.edu
 - Click *My Account*
 - Click *Sign Up*
 - Enter account information
 - Log in with your newly created account information

- Click on *Submit ETD* (link on right pane) – do NOT select ‘Upload’ in the main section of the page.
 - Find your department from the list (DBA students post in the '**Business Administration Dissertations**' section of the '**Programs in Business Administration**' department of J. Mack Robinson College of Business)
 - Provide the requested information on the submission form (look for **Executive Doctorate in Business** in the Degree Name dropdown)
 - The tutorial to help with your digital submission is here:
<http://research.library.gsu.edu/etd>
8. Please let us know if someone other than your dissertation committee chair will be the faculty member to hood you at the Commencement Ceremony.
9. Rental regalia is provided. You may purchase your own cap and gown (details to come) but the rental regalia is what must be worn at Commencement.
10. Your campus email will go away six months after your last enrolled semester. We recommend that you set up an auto-responder directing correspondence to a personal email by the end of the year.

14. Post 3-year Studies

1. It is important to ***note your dissertation is not deemed complete until it is successfully defended and loaded into the system*** (i.e. checked for plagiarism, corrected for any revisions requested during your defense, formally signed off by your advisor and Committee members, and electronically loaded into the GSU system).
2. If you have not graduated from the DBA program within three years as planned, you may continue to work closely with your advisor and committee for another two years. During that period, we will arrange periodic workshops in which we bring students together to present and discuss progress. ***You are required to attend these workshops.***
3. Ultimately, the final deadline for completing and defending your dissertation is 5 PM June 30 (or if June 30 falls on a weekend, 5 PM the Friday before June 30), a little less than 5 years after entering the Program. EG If you entered the Program in August, 2017 you will have until 5 PM, Friday, June 30, 2022 to complete and defend your dissertation. After this final deadline, you will graduate ABD (All But Dissertation).
4. Until you complete and defend your dissertation, you will automatically be registered for each Fall and Spring Semester. You will be liable for the next semester's tuition if you have not successfully completed your dissertation (see above) by 5 PM on the date grades are due for the current semester (i.e. You are liable for tuition for Spring if you have not completed your dissertation by 5 PM the day grades are due for Fall semester and you are liable for Fall by 5 PM the day grades are due for Summer Semester.) You must pay the tuition for that upcoming semester by the deadline set by GSU, usually in mid-August and mid-January, respectively.
5. ***If the tuition is not paid by the tuition deadline, you will be dropped from registration as of that date and graduate ABD.***
6. Exceptions to the above must be approved in writing by your doctoral advisor, the DBA Director and the DBA Academic Director. Granting these exceptions will be at your advisor's and the Program's discretion, and only for circumstances such as severe long term illness or deployment. ***It is up to you to request, pursue, and seek approval for any exceptions well in advance of when the next tuition payment is due.***

15. Center for Engaged Business Research

<https://robinson.gsu.edu/research-centers/cebr/>

Mission:

- To promote engaged scholarship into contemporary business problems through collaboration between RCB executive doctorate alumni, faculty and doctoral students

Goals:

- To support active research careers for RCB executive doctorate alumni
- To contribute new knowledge for practical problem solving in business contexts
- To publish new knowledge in peer-reviewed business journals and conferences
- To strengthen the reputation and quality of the RCB executive doctorate program
- To cultivate embedded relationships between businesses and RCB faculty and doctoral students

Activities:

- *Research projects:* The Center manages a portfolio of autonomous research projects with dedicated participants and specified practical and theoretical knowledge goals. Each project involves at least one RCB executive doctorate candidate or student.
- *Research workshops:* The Center offers workshops to help establish and manage research projects and to share knowledge about research methodology and requisite theory.
- *Researcher seminars:* The Center offers seminars with key researchers at RCB as a bridge-building activity to engage executive doctorate alumni in collaboration with RCB faculty and doctoral students.
- *Research promotion:* The Center disseminates information about and knowledge from its research projects and it organizes events to cultivate research collaboration between businesses and RCB executive doctorate alumni, faculty and doctoral students.
- *Research support:* The Center provides infrastructure to support its research projects including continued access to the GSU library.
- *Alumni network:* The Center manages the RCB executive doctorate alumni network, maintains a complete database of RCB executive doctorate alumni, and supports networking with alumni, faculty and students from other executive doctorate programs through the Executive DBA Council

Membership:

RCB executive doctorate alumni, students and faculty are automatically eligible to become CEBR research associate members of the Center by completing the forms on the GSU DBA website and paying the appropriate annual fee. To remain a research associate, graduates must be actively involved in one or more research projects within the center.

Governance:

The Center is managed as part of RCB's Executive Doctorate Program with its own advisory board. The Center manages and facilitates a portfolio of active research projects with specified publication goals and target deadlines. Use of "Center for Engaged Business Research, Robinson College of Business, Georgia State University" as affiliation of research associates on publications requires co-authorship with a research-active, tenured RCB faculty.

Funding: Each Center research project is autonomous with requisite funding independent of Center budgets. Executive Doctorate alumni pay membership fee and fee-per-service for participation in workshops and seminars. The Center seeks other sources of funding in support of its activities.

16. EDBAC: Executive DBA Council

<https://executivedba.org/about>

The Council was founded in 2011 with a mission to foster excellence and innovation in executive doctoral degree programs worldwide.

Strategic Focus

It is EDBAC's aim to provide outstanding networking and educational opportunities for professionals who serve and participate in executive doctoral degree programs. These include but are not limited to Directors, Academic Directors, Faculty, Administrators, Students, and Alumni.

EDBAC will serve as the primary point of contact and information source for these professional groups as well as for the media and business schools considering initiating executive doctoral degree programs. The Council will also provide information on executive doctoral degree programs to prospective students.

Values

EDBAC will maintain an organizational culture that promotes collegiality and open communications, including respect for each other, collaboration and exchange in research, sharing of best practices, thought leadership in our industry, and excellence based on geographic, cultural, and strategic diversity. The Council serves its membership by helping the involved business schools improve their programs, by enabling exchanges between their Students, Alumni, Faculty and Staff, and by facilitating professional development of individuals who have responsibilities for executive doctoral degree programs.

Membership

EDBAC is the only organization globally that focuses exclusively on executive doctoral degree programs and their issues. These programs:

- Are directed at fully employed experienced professionals with more than ten years of meaningful post baccalaureate work experience, who already possess an MBA or equivalent graduate degree
- Develop scholarly practitioners by focusing on engaged scholarship research into contemporary business and management problems
- Require successful defense of a dissertation
- Are taught by research active faculty with doctoral degrees
- Are a minimum of three years in length
- Are residency based

Engaged Management Review (EMR) Journal

EMR is the official outlet of the [Executive DBA Council \(EDBAC\)](#). EMR serves the engaged management scholarship community by encouraging and publishing high quality research on meaningful, salient problems as experienced by organizational actors. The journal seeks to strengthen the quality and quantity of engaged management scholarship—especially research conducted by or with practitioner-scholars—by offering a venue to disseminate research that is driven by and grounded in organizational experience.

<https://emr.case.edu/>

Annual International Conference on Engaged Management Scholarship (EMS)

The Executive DBA Council and its member schools have hosted the Annual International Conference on Engaged Management Scholarship since 2011. In addition to EDBAC's online presence, this annual international conference serves as its main venue for collaboration on action research, program management and thought leadership. The conference gathers doctoral students, alumni, and faculty from executive DBA programs as well as managers to advance engaged management research addressing meaningful, salient problems; learn from inspiring keynote speakers; build personal relationships and connections; and remain on the leading edge of the practice and theory of management. A different DBA program hosts the EMS Conference each year and past conferences have been held in Cleveland, Tulsa, Atlanta, Philadelphia, Baltimore, Paris, Antwerp, and Bedfordshire (UK). GSU DBA students are encouraged to attend, publish, and present at these Conferences.

<https://executivedba.org/past-and-upcoming-conferences>

17. Contact Information

| Description | Name | Phone | Email |
|---|--------------------|---------------|--------------------------|
| Associate DBA Director | Jorge Vallejos | 404-413-7181 | jvallejos@gsu.edu |
| DBA Director | Louis Grabowski | 404-413-7187 | lgrabowski@gsu.edu |
| DBA Academic Director | Charles Dhanaraj | 404-413-7855 | cdhanaraj@gsu.edu |
| DBA Assistant Director, Marketing | Stephanie Urbas | 404-413-7414 | surbas@gsu.edu |
| Disability Services | Tina Vires | 404-413-1569 | tvires@gsu.edu |
| Financial Aid | Aria Simmons | 404-413-2000. | asimmons48@gsu.edu |
| Veterans Affairs | Randy Barrone | 404-413-2331 | rbarrone@gsu.edu |
| International Student and Scholar Services | Jody Pritt | 404-413-2070 | jpritt1@gsu.edu |
| RCB Deans Office | Katherine M. Brown | 404-413-7009 | kmbrown@gsu.edu |
| Ombudsperson | Birthe C. Reimers | 404-413-2513 | breimers@gsu.edu |
| RCB Career Services | Marilyn Santiago | 404-413-7165 | msantiago@gsu.edu |
| GSU Library | Daniel Lê | 404-413-2808 | dle@gsu.edu |
| Buckhead Services | Buckhead Center | 404-413-7180 | buckheadservices@gsu.edu |
| Counseling Services | Sarah Meng | 404-413-1640 | smeng1@gsu.edu |

GSU DBA MAILING ADDRESS

Robinson College of Business
 Buckhead Center
 Doctor of Business Administration Program
 Tower Place 200, Ste. 500
 3348 Peachtree Rd. NE
 Atlanta, GA 30326