

1-12-1983

Nova University Bulletin for the Doctorate in Business Administration (DBA) Program in the Center for the Study of Administration [1983]

Nova University

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Nova University Bulletin
for the
Doctorate in Business Administration (DBA) Program
in the
Center for the Study of Administration

PROGRAM OBJECTIVES

The objective of the Doctorate in Business Administration (DBA) curriculum is to prepare participants to assume increased managerial responsibility and acquire advanced in-depth knowledge useful for business application, university teaching, and the undertaking and directing of business research.

The program is geared to mature professionals. Its learning approaches are both academic and experiential.

The research emphasis in course assignments and in final dissertation requirements addresses the main sectors of business management decisions. Research tasks promote a marriage of business management theory and practice. They seek to produce specific intervention options which contribute to change and application in the private sector and to the capabilities of those preparing as business educators.

PROGRAM PHILOSOPHY

Business management is a professional discipline. As such, all DBA students must seek mastery beyond the MBA degree of the foundation knowledge required to comprehend and operate successfully in the business environment. The DBA Program core curriculum is designed to this end. It consists of modules which meld application of this foundation knowledge with quantitative and research skills.

Nova University seeks DBA students who currently are employed and involved in business management. Through rigorous study and dialogue, the program affords opportunity for self-discovery, intellectual growth, and a laboratory setting for application of management skills. Communication of ideas and research is required for all modules.

PROGRAM SCHEDULE

The program operates year-round. The twelve courses take three years to complete. Each core course meets three weekends during a three-month period with an interval approximating four weeks between each class meeting. The period between classes allows for extensive reading and study requirements of direct study and preparation involving no fewer than fifteen hours per week.

Each two-day class session is scheduled to meet as follows:

- a) Friday from 12:00 Noon to 8:00 P.M.
AND
Saturday from 8:30 A.M. to 5:30 P.M.

OR

- b) Saturday from 8:30 A.M. to 5:30 P.M.
AND
Sunday from 8:30 A.M. to 5:30 P.M.

Each session is led by a prominent national faculty member and coordinated by a faculty coordinator associated directly with the Center for the Study of Administration at Nova. Optional meetings and workshops are also scheduled to address specialized and topical subject matter. In addition to course sessions, prerequisite courses and help sessions are available for DBA students who need to fill gaps in their acquired education skills. A student is granted a five-year period from the date of provisional acceptance to complete all requirements of the degree program.

PROGRAM FORMAT

The DBA is offered in the cluster format; i.e., approximately twenty-five students in a geographic region are organized to study the common integrated curriculum. The DBA Program Director and staff at Nova University plan and maintain an advanced calendar and schedule for each cluster.

The design of the curriculum is sequential and involves study and evaluation in progression. Therefore, students are counselled to take all core modules in successive order. Exceptions can be made in extraordinary circumstances by the Program Director.

CLUSTER COORDINATOR

The most accessible faculty member and resident administrator to each DBA cluster is the Cluster Coordinator, who holds a terminal degree or its equivalent in the field of business or public management. This person, appointed by the University, remains with

the cluster throughout the program and serves as counselor, academic leader, and administrator in liaison between the University and students of the cluster.

ADMTSSION REQUIREMENTS

The admission requirements for individuals wishing to matriculate in the Doctorate in Business Administration program are listed below. Admission to the program is based on a review of all required documents and a personal interview by the Admissions Director:

1. A Masters Degree from an accredited college (preferably a Masters in Business Administration or a Master of Science in Management).
2. Official transcripts from all previous institutions.
3. A resume or curriculum vita with detailed explanation of present and previous employment responsibilities.
4. Three letters of reference from either academic or professional referents. If an applicant has earned a master's degree in the past five years, it is recommended that at least one letter be from a graduate instructor, specifically evaluating potential academic competence to do doctoral work.
5. Satisfaction of graduate prerequisite course work in: a) accounting/finance, b) economics, c) management/organization theory, d) marketing, and e) statistics/quantitative methods.
6. Test scores from the Graduate Management Admission Test (GMAT). The Graduate Record Examination (GRE) may be considered as a substitute for the GMAT. The GMAT is administered by the Educational Testing Service (ETS) for participating schools. Locations and times are provided in the "Bulletin Information, Graduate Management Admissions Test." (To obtain a copy, write to Educational Testing Service,

Princeton, New Jersey 08540. Scheduling for taking the test, including payment of the fee, should be arranged with ETS.) Official test results should be sent to Nova University, Reporting Center Number 5514.

Students who lack any of the requirements for admission to the DBA program may be granted, by the faculty, a provisional acceptance with the understanding that full acceptance depends upon completion of all admission requirements within six months from the date of provisional admittance and the maintenance of a 3.0 grade point average in the initial two courses.

TRANSFER POLICY - DBA applicants will be allowed to transfer the equivalent of two modules (8 credits) from work completed previously in doctorate programs at other nationally or regionally accredited institutions. The credits in question must have been completed within the last five years, attaining course content and level equivalent to Nova Doctoral standards, bearing a grade of B or better.

Petitions for transfer credit must be submitted in writing to the Program Director and be approved by the Center Faculty. Transferred credit will not exempt students from responsibility for the subject content on comprehensive examinations.

THE DBA CURRICULUM

Module Number and Title

Credits

First Year:

| | |
|---|-----|
| ✓ DBA 6100 Administrative Theory & Practice | 4 |
| ✓ DBA 6200 Organization Behavior & Development | 4 |
| ✓ DBA 6300 Finance, Budgeting, and Control | 4 |
| ✓ DBA 6400 Information and Decision Science | 4 |
| Workshop: Structured and held annually at the Academy of Management Meeting | 1.5 |

*Prob-
pane #1
diff credits*

1.5

Sub-Total: First Year Credit.....

17.5

Second Year:

| | |
|--|-----|
| ✓ DBA 6500 Human Resource Management | 4 |
| ✗ DBA 6600 Business and Public Policy | 4 |
| ✓ DBA 6700 Theory and Value of the Firm | 4 |
| ✗ DBA 6800 International Business | 4 |
| Workshop: Attendance at the Academy of Management Workshop or its equivalent | 1.5 |

1.5

Sub-Total: Second Year Credit.....

17.5

Third Year:

| | |
|---|---|
| ✗ DBA 6900 Marketing and Research | 4 |
| DBA 7000 Operations Management | 4 |
| DBA 7100 Seminar in Research Methods | 4 |
| ✗ DBA 7200 Strategy, Policy, and Planning | 4 |

DBA 6900

Sub-Total: Third Year Credit.....

16

DBA 7300 Dissertation

6

TOTAL CREDITS REQUIRED FOR DBA PROGRAM COMPLETION.... ..

57

FINANCIAL INFORMATION -- TUITION & FEES FOR DBA PROGRAM

| | |
|---|-------|
| Application Fee (non-refundable) | \$ 25 |
| Annual Tuition (Four Modules per Year @ \$900) | 3,600 |
| Registration Fee (Four Modules per Year @ 15) | 60 |
| Late Payment Fee | 25 |
| Removal or Incomplete or Change-of-Grade Fee | 10 |
| Interrupted Studies Fee | 50 |
| Annual Dissertation Fee (Every 12 Months) | 600 |
| Dissertation Binding Costs (3 copies) | 60 |
| Dissertation Microfilm Fee | 30 |
| Dissertation Copyright Fee (Optional) | 20 |
| Graduation Fee (excluding cap and gown) | 15 |

Tuition is payable and due in advance at the beginning of each module. Students with outstanding balances will not be allowed to earn credit toward the degree for any coursework which is delinquent in payment. Financial Aid officers are available, however, to guide students in seeking financial aid and in the processing of student guaranteed or insured loans.

Nova University permits tuition and registration fees to be paid by Mastercard or Visa. To facilitate payment by this process, the student must submit written authorization containing the student's credit card number with a current, valid expiration date. The authorization letter must accompany the completed Registration Form for each module that is to be credited.

REFUND POLICY

A refund of seventy-five percent of tuition will be allowed for students who withdraw, in writing, before the second day of class. Students who withdraw after the second ~~weekend~~ ^{week} class will be entitled to no refund.

GRADING POLICY

THE GRADING SYSTEM - for the DBA Program is as follows:

PASSING

A Excellent
B Good
C Acceptable

NON-PASSING

F Failure
I Incomplete
W Withdrawal

All students' written work requires proper documentation consistent with accepted style and practices for graduate work - the application of which is a measurable part of the grade. Students are expected to show increasing skills in communication and format of the written work along with the analytic support, theory, and principles as they move from one module to the next. Grading standards of Faculty account for this expectation. All research papers require written certification for authenticity of original work by the student.

Explanation of Grading - Students must pass all modules and have a grade point average of 3.0 to meet graduation requirements. Grades of C must be offset by compensating A's so as to obtain at least the 3.0 grade-point-average required for achieving good standing. Students are graded for work performed for each module with an absolute letter grade; no pluses or minuses. Cumulative grade reports are issued at the conclusion of each term. Special transcripts can be issued if required, however, for corporate tuition reimbursement.

An Incomplete (I) is given when most, but not all, coursework has been completed. Students must request an Incomplete (I) from their

instructor and arrange to complete the work within a prescribed time period. Students who receive a grade of (I) have until the end of two terms to complete the work. If the (I) is not removed at the end of six (6) months, the grade automatically becomes a failure (F). The F can be removed from the student's record only if the student retakes the module and pays the tuition in full.

Students may audit a module after completing it once to master the material better. A module may be audited only if approved by the Director for Academic Affairs. Although a student must register, an audited module accrues no credit for the student. Tuition and fees for an audited module are charged the same as for a module receiving credit.

Students may withdraw from a module up to the midpoint. Also, withdrawal is an option of the instructor and the student may be withdrawn administratively at any time if the student does not complete quality or sufficient coursework.

ACADEMIC PROBATION AND DISCIPLINE - Students are placed on academic probation for a failing grade in a module, or if their cumulative grade point average falls below 3.0. In the event of failure of a module, a student is afforded the opportunity to enroll and retake the module one time only. Failure of two modules results in automatic dismissal from the DBA program.

APPEAL OR PETITION - Students who disagree with the grade assigned should reconcile their differences with the Faculty member conducting the module. Other dissatisfactions may be protested formally by the student by invoking the Appeal Procedure. Students dismissed for academic reasons may petition the Center Faculty for re-entry into the

program one time only. Copies of this procedure are available from the DBA Program Director at Nova University and will be provided at the outset of each new cluster.

CLASS ATTENDANCE

All students are required to attend each class meeting of every module. One excused absence per module is allowed provided the Instructor and Cluster Coordinator have been consulted prior to the absence. Students are advised to fulfill this requirement in writing. The letter should be addressed to the instructor with copies sent to the Cluster Coordinator and the DBA Program Office. More than one class absence during a given module will result in Program Office action that may require the student to retake that particular module. Students are advised to consult on the matter of absences with their Cluster Coordinator and/or the DBA Program Director.

PUBLISHING REQUIREMENT

One of the requirements for graduation from the DBA program is that the student have a scholarly article published in a professional or trade journal. Students may satisfy this requirement alternately by the delivery of a paper and/or panel participation at a major conference if the Program Office approves this activity and it is so documented. Students are encouraged to submit more than one article as a means of gaining greater recognition and prestige for themselves as well as for the Nova DBA program. Students are encouraged to fulfill the publication requirement as early as possible.

NATIONAL WORKSHOPS

DBA students are required to attend two national workshops, one of which is to be held at, and in conjunction with, the Academy of Management's Annual Meeting or other equivalent institutional gathering specified or approved by the Program Office. In addition, attendance at the Dissertation Research Institute held on the Main Campus is required to satisfy DBA 7100. These meetings normally require absence from employment approximating one week.

Student memberships are available with the Academy of Management. It is recommended that all DBA students join, thereby ensuring advance notification of professional topics and issues, research and publication opportunities, employment opportunities, and general professional activities in the field of management.

Program participants should budget travel and living expenses for the national workshops and institutes as expenses separate from other DBA costs. A schedule of future meetings and sites for the Annual Meeting is prepared in advance and appears on the DBA long-range calendar. As a rule, the meeting is held the second week of August each year in a major city.

COMPREHENSIVE EXAMINATIONS

After completing the first six modules, students may be required to pass written or oral examinations, or both, to ascertain proficiency. This first series of comprehensive examinations will be used where student progress is varied or consistently marginal, or when the grade point average falls below 3.0. This series is a midway evaluation of overall performance.

At the conclusion of the last module, final qualifying comprehensive examinations are administered. Through the examinations the candidate for the DBA degree must satisfy the Faculty that the following objectives have been achieved:

- A. Mastery of the basic study areas of concentration,
- B. A high degree of proficiency in a specialty area of management in which the student chooses to concentrate,
- C. Competency in the use of analytical and research tools, decision-making techniques, and quantitative research methodologies,
- D. Ability to apply specific business tools to real world management problems.

INTEGRATED PAPERS

At the completion of each module the student is responsible for an integrated paper or comparative analysis that will show the application of current theory and knowledge in an applied setting. Many of these papers are of a problem-solving nature and explore the opportunity for alternative solutions. The purpose of these papers is to integrate the latest theoretical information with the best skill applications resulting in a solution that might improve the job environment in which the participant operates. All papers submitted for any module or for any requirement of the DBA Program must be of sufficient quality to reflect the high caliber of scholarship expected of doctoral level students. All papers are graded by the Faculty. Faculty members look for progressive improvement in communications, analytic skills, stature and structure of written work, and applicable research methodologies. All papers submitted to the DBA Program

Office must be in the style format suggested by one of the following:

Publication Manual of the American Psychological Association.
2nd ed. Washington, D.C.: The American Psychological Association, 1975.

Turabian, Kate L. A Manual for Writers of Term Papers, Theses, and Dissertations. 4th ed. Chicago, Ill.: The University of Chicago Press, Phoenix Books, 1973.

DISSERTATION

In keeping with the purpose of the professional degree Doctorate in Business Administration (DBA), a major requirement is the successful completion and defense of a dissertation.

The process requires the student to research, develop, and demonstrate management phenomena, processes, and problem-solving activities. It requires a plan for implementation of the findings about the hypothesis proposed. Students must demonstrate ability to: identify a problem area accurately, delineate the issues succinctly, determine the proper analytical techniques, collect and validate the data, perform the analysis, and evaluate the results. The Center Faculty requires an oral defense of the dissertation before final acceptance of the completed document. Detailed procedures and requirements are provided in a separate study guide (DBA 7300) which can be obtained from the DBA Program Office at Nova University.

CENTER BOARD OF ADVISORS

The Center for the Study of Administration has an independent National Advisory Board. The Board is made up of persons holding high positions in the academic, private, and public sectors and which in the aggregate represent a balance of practitioners, educators, and

authors in the wide range of disciplines. A business subcommittee of the board has been formed to serve the DBA Program.

FACULTY -- NATIONAL LECTURERS

The Nova DBA Faculty is made up of outstanding national lecturers. Their qualifications are the best available in teaching, research, publishing, and/or consulting fields of management. As a rule, they hold appointments on the faculties of major universities. They work with the Center in the DBA Program as professors for their specific assignments on modules. This National Faculty is involved directly with Center staff in preparing curricula and evaluation processes. Students who wish to obtain a list of past National Lecturers for DBA modules should contact the Program Office. The "curriculum vita" of any prospective Faculty member is made available to our students, usually included as part of the study guide (or curriculum statement).

LIBRARY RESOURCES

The Albert and Birdie EINSTEIN LIBRARY is located in the Mailman Hollywood Building on the Main Campus and houses Nova University's major collection of books and periodicals. This collection encompasses the disciplines of the humanities, the behavioral sciences, public administration, computer sciences, and business administration.

Several special library services are available to Nova students through the Librarian at the Einstein Library. These services include computer searches through the DIALOG Information Retrieval Service, Interlibrary Loan service to locate materials not available

immediately at Nova's Library, and access to several area university libraries through the Southeast Florida Consortium.

This facility contains individual study carrels, a media room, and microfilm readers and a printer. The Einstein Library is open for research more than 80 hours per week. For further information, call 475-7496.

Also located on the Main Campus in the Parker Building is the George ENGLISH LIBRARY. This specialized collection of books and periodicals reflects and supports the teaching of the life sciences. This library is open for research and study more than 65 hours per week. For more information, call 475-7326.

The UNIVERSITY SCHOOL MEDIA CENTER is located in the University School Building. It serves preschool through middle school students. High school students are provided a collection of books and periodicals located in the George English Library. This media center has an integrated collection of print and nonprint materials designed to provide curriculum enrichment resources for students from preschool through high school. Student and faculty involvement in media production is an integral part of the media center.

The William Springer RICHARDSON LIBRARY, housed at the Port Everglades site of the Oceanographic Center, contains a specialized collection of books and periodicals related to research in physical, biological, and chemical oceanography. The Richardson Library can be reached for information at 475-7487.

The LAW LIBRARY is housed in the Leo Goodwin, Sr., Law School Building at 3100 S.W. 9th Avenue, Fort Lauderdale. This library contains over 100,000 volumes of law-related reference materials

providing coverage of federal and state appellate court reports, statutes, digests, indices, reports of federal agencies, and treatises that constitute a substantial research collection for the faculty and student body of the law school as well as for other Nova University students.

MEDIA RESOURCES

THE LEARNING TECHNOLOGY LABORATORY consists of a television studio equipped to video record in color, a well-equipped audio studio, and a graphics room. The laboratory provides good media production services for students and faculty. The video recording facilities of the studio are used regularly as a means for enriching student learning.

LEARNING TECHNOLOGY houses a growing library of instructional materials such as 16mm films, videotapes, filmstrips, slide/tape presentations, audio tapes, and kits for student and faculty use. Full A/V equipment services are also available through the department.

COMPUTER SERVICES

The University has a Digital Equipment Corporation Systems Twenty computer. There is access to terminals for use by students who might want to take advantage of the various statistical packages and programs of our computer library. Students must make arrangements through the Program Office for the service. Its use is encouraged by the fact that no charges are assessed for reasonable usage.

DESCRIPTION OF MODULES/COURSES

DBA 6100 - ADMINISTRATIVE THEORY AND PRACTICE (MODULE I)

An overview of the general subject of administration which concentrates on major areas of management theory.

Course content covers the historical development of management thought; concepts of organizational design and effectiveness; range and situational determinants of leadership styles; and the managerial processes of planning, decision-making, and control. Course materials balance theory and practice with the objective of developing skills necessary to administer complex organizations. This module also serves as the introduction to the subject and content areas covered in subsequent DBA modules. Sample topics include: the early development of management thought; emergence of twentieth century management theory; modern management theory applications; management; and organization theory -- systems and contingency concepts, and modern managers at work. Prerequisites: Management, Organizational Behavior, Organization Development, or Organization Theory.

DBA6200 - ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT (MODULE II)

An examination of behavioral science concepts utilized in modern complex organizations.

Students become familiar with group dynamics and behavior; concepts of social psychology; interpersonal factors affecting the work environment, role of power, influence, prestige, and authority as they affect leadership behavior; issues of organization change, and

intervention theories and methods. The course design focuses on the group as a laboratory, encouraging students to learn about themselves and their self concept as a means of learning about others.

Practical experience in team building and conflict resolution is provided. Sample topics include recurring themes in organization behavior and development as applied in private and public enterprise, application of behavioral theories, the individual/organization relationship, organization design, and organization effectiveness and productivity measures. Prerequisites: Psychology, Organization Behavior, Organization Development, or Organization Theory.

DBA 6300 - FINANCIAL ANALYSIS, MANAGEMENT, AND CONTROL (Module III)

An examination of various planning, budgeting, control, and finance functions for developing analytical and applied skills in these areas.

Content coverage will be a balance of concepts, applications, cases, and problems in management and financial accounting. Sub-systems will be studied for counterpoint views in developing, allocating, and controlling resources; and techniques of information analysis will be applied to capital structure decisions. Financial instruments, their institutions, plus money and capital markets will be examined. The functions of organizational titles such as: vice president, finance, treasurer, controller, etc. will be covered. Sample topics include: financial analysis techniques and funds flow analysis; financial trends and budgeting; capital budgeting and computer applications in finance and accounting; evaluation of managerial performance via financial reports; and managerial control systems in optimizing the use of management information systems. Prerequisites: Accounting/Finance, and Economics.

DBA 6400 - INFORMATION AND DECISION SCIENCES (MODULE IV)

The study of managerial processes which depend upon quantitative analysis and techniques for their foundation.

The development of skills for the use and application of various techniques: forecasting, sampling, and the study of alternatives which compare optimum versus maximum utilization of resources; management science use of technology through computer application and utilization; and the design and use of comprehensive management information systems. Sample topics include qualitative analysis and decision-making; linear programming; management science models for risk simulation; computers, and information systems, and implementation techniques for forecasting analysis. Prerequisites: Quantitative Methods or Statistics.

DBA 6500 - HUMAN RESOURCE MANAGEMENT (MODULE V)

An examination of the changing philosophies, practices and problems involved in building and maintaining an effective organization.

Future oriented in nature, this course will utilize a systems approach to explore evolutionary changes and future trends in human resource management. All of the traditional personnel functions will be examined as will new organization design and development functions. The improvement of the quality of work life and, in particular, job design and career planning will be explored with reference to behavioral science research. Employee selection, appraisal, and the increasing role government plays in each of these functions will be studied. Also there is an exploration of

educational psychology, advanced learning theory, and ideas for training supervisors and subordinates with particular emphasis on training managers. The course will review pragmatic material for the best way to develop rapid learning in communication, leadership models, decision-making, problem-solving, and effectiveness. Prerequisites: No special requirements.

DBA 6600 - BUSINESS AND PUBLIC POLICY (MODULE VI)

The study of the external environment and its impact on the internal organization with a view toward clarifying issues so that management can formulate appropriate organizational policies.

This course will examine the interaction of various sub-systems in the economic, political, and social realms to determine the impact at the systems level on the organization. Sample topics include: inflation; recession; growth theories; stabilization policies; monetary and fiscal mechanisms; taxation; foreign exchange problems; government and business interaction including regulatory involvements in the global marketplace; social change in post-industrial organizations; consumerism; public interest; private property; social costs; power groups; international markets; international capital movements; regulatory impact; introduction to business and its environment; the socio-cultural environment of business; the political environment of business; selected environmental issues; and futuristic thinking and scenarios. Prerequisites: No special requirements.

DBA 6700 - ANALYSIS OF ECONOMIC ACTIVITY (MODULE VII)

A review of the basic economic entities concerning aggregate demand and the application of macro-economic analyses to the problem-solving techniques necessary to efficient and effective management.

Of particular concern will be the familiarity with major economic variables and their interaction subsequent to changes in the level of economic activity. The changes will be analyzed in relation to equilibrium and deviations from it -- a phenomenon known as business cycles. Additionally, students will survey the tools of control for both monetary and fiscal policy and their impact on the firm. Also, the course will cover the economic environment in which 20th century business firms have existed. The basic economic, political, and social changes that have developed will be analyzed to ascertain their influence and impact on the individual firm. Prerequisites: Macro-Economics and Micro-Economics.

DBA 6800 - INTERNATIONAL BUSINESS (MODULE VIII)

The International economy as a logical extension of the American enterprise system. The module emphasizes the benefits to be gained from international trade and the impact of multinational opportunities to the individual firm and to the nation's interest. New theories of international trade will be discussed. Special attention will be given to foreign economic policy, tariff and non-tariff barriers, the transfer of international payments, the balance of payments, exchange rates and "hedging," and the contemporary international monetary system. Also discussed are the developing third-world countries, the

economic status of major emerging nations, the nature and scope of multinational enterprise, host country policies toward multinational enterprise and new techniques designed to result in a more beneficial international economic order. Prerequisites: Accounting/Finance, Economics, and Quantitative Methods

DBA 6900 - MARKETING MANAGEMENT AND RESEARCH (MODULE IX)

An analytical approach to the study of marketing problems in business firms and other types of organizations.

Attention is focused upon the influence of the marketplace and the marketing environment on marketing decision-making; the determination of the organization's products, prices, channels, and communication strategies; and the organization's system for planning and controlling its marketing effort. Prerequisites: Basic Marketing.

DBA 7000 - OPERATIONS MANAGEMENT (MODULE X)

Responsibility for decision-making in transforming existing form, quantity, time, and place attributes of inputs into those desired of outputs.

This transformation requires application of capital and labor resources processing, suitable capability, capacity, productivity, and accessibility characteristics. Applications of quantitative decision models to the solution of design and control problems in managing quality, inventory, scheduling, logistics, and queueing are considered. Problems and cases are drawn from examples of processing systems in both product and service organizations. Prerequisites: Quantitative Methods.

DBA 7100 - SEMINAR IN RESEARCH METHODS (MODULE XI)

An examination of the various components of research methodology that doctoral students in business and management should assimilate.

The course will cover topic identification, design, quantitative applications, data sources, literature review, references, methodology, applied versus theoretical research, primary and secondary sources, and publishing processes. Prerequisites: No special requirements.

DBA 7200 - STRATEGY, POLICY, AND PLANNING (MODULE XII)

An integrative seminar which will be systems oriented and will develop the joint, functional, interdisciplinary approach for the entire process of management.

Cases will be examined for the application of information and intelligence systems as the basis for decision-making. As the capstone course in the DBA curriculum, all functions of management will be reviewed to see that they are understood thoroughly and can be applied. Conceptual and operational planning models will be analyzed to determine their value in assisting top management. The emphasis will be on planning, formulating strategy, and goal implementation processes required to advance the organization. Through recent cases, the student will be exposed to problems that cannot be structured singularly; that is, they are not solely marketing, production, finance, or personnel but are highly interrelated. The objective is to address a combination of many business skills in determining the optimum strategy for success and survival of the business enterprise over the long run. Sample topics include

strategy, theory, and concepts -- the pedagogy; missions, objectives, goals and values; planning, policy, and strategy formulation; environmental analysis and evaluation, and implementation and structures. Prerequisites: DBA 6100 through 7100 or special permission of the Faculty.

DBA 7300 - DISSERTATION

Directed individual study in the writing of the final paper whose objectives are a blend of research, conceptual orientation, and practicum. Students must register for the dissertation. A progress report must be filed with the program office no less than three times per year.

COURSE REVISIONS:

There is on-going curriculum up-dating of DBA required coursework to assure currency and comprehensiveness of coverage. Presently, additional course coverage is being planned in business ethics, business-government relations, and labor relations. As these or other items are introduced into the curriculum, current students will be required to incorporate items into their plan of study.

OTHER PROGRAMS OF THE CENTER FOR THE STUDY OF ADMINISTRATION

The Center for the Study of Administration at Nova University offers a variety of programs that stress innovative learning processes and delivery systems for mature working professionals who wish to increase their managerial effectiveness. Major programs offered are:

The national DOCTORATE OF PUBLIC ADMINISTRATION (DPA) is designed for the practitioner participant employed in public offices. A three-year program of study covers the role, processes, responsibilities, and institutions involved in governance; the economics, social, and political foundations in law and practice; and the analytic and policy analysis applications required for rationalized decision-making in the public interest.

The MASTER OF BUSINESS ADMINISTRATION (MBA) develops and stresses the quantitative skills used in private enterprise management.

The MASTER OF PUBLIC ADMINISTRATION (MPA) builds on a central core of management courses required for all master's degrees of the center and branches into specialized study of the techniques and competencies required in the management of public affairs. The program of study is designed to prepare the student for career entry and advancement in the public service.

The MASTER OF SCIENCE in HUMAN RESOURCE MANAGEMENT (HRM) is built on a foundation of behavioral science for managers who are responsible for such functions as organizational staffing requirements, affirmative action and equal opportunity requirements, management education and development, and career planning.

The MASTER OF SCIENCE in CRIMINAL JUSTICE (MSCJ) focuses on the management of security, protection, and imperatives among the processes thereof in our society.

Other majors that may be taken in the consolidated master's programs of the center include Accounting, Health Management, Energy Technology Management, Entrepreneurial Studies, and Marketing.

The Center sponsors professional workshops in areas of business administration, public affairs, computer management, and procurement. A government assistance program supports special studies including management surveys and applications for public service institutions.

The above programs are available on Main Campus at Nova, Fort Lauderdale. Most of them are offered in a field-based degree program format through a design called the academic cluster. The cluster concept is used also to provide a Corporate Master's Program (CPM) for various consumer needs requiring adaptation of consolidated masters' offerings within the standards established for these programs. Here, the special flavor is on applied problem-solving.

ACCREDITATION

Nova University is accredited by the Southern Association of Colleges and Schools (SACS) and is a member of the Council of Post-Secondary Accreditation (COPA), a nationwide organization which includes all the separate regional accrediting commissions.

MEMBERSHIP

Nova University is also a member of the Florida Association of Colleges and Universities (FACU) and the Independent Colleges and Universities of Florida (ICUF).

Nova University is a member of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS), and The American Assembly of Collegiate Schools of Business (AACSB).

Nova University is listed in "Graduate Study in Management," a publication of the Graduate Management Admissions Council, as a school that practices reasoned choices in the selection process for graduate management education by its use of the GMAT.

FOR FURTHER INFORMATION ON THE DBA PROGRAM CALL OR WRITE:

- Dr. Richard L. Biscomb - Professor of Finance and Management, and
Director, Doctorate in Business
Administration Program
- Dr. George W. Trivoli - Distinguished Professor of Finance, and
Chairman of Faculty, Doctorate in
Business Administration Program
- Dr. Hal S. Maggied - Professor of Management, and
Associate Director, Doctorate in Business
Administration Program
- Ms. Grace Klinefelter - Manager for Student Affairs,
Doctorate in Business Administration
Program

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The provisions set forth in this bulletin are not to be regarded as an irrevocable contract between the student and Nova University. The regulations and requirements herein, including tuition and fees, necessarily are subject to change without notice at any time at the discretion of the Administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon the discovery of the fraud, and the student is not entitled to any credit for work which he may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition and/or fees. The balance due Nova University will be considered receivable and will be collected.

A transcript of a student's academic record cannot be released until all his/her accounts, academic and non-academic, are paid.

Nova University maintains a system of records which includes application forms, letters of recommendation, admission test scores, and transcripts of students' previous academic records and Nova University transcripts. These records may be made available upon written request through the Office of the Registrar. The law limits access and disclosure to a third party. Such access is given only upon consent of the student or if required by law. A person does not have the right of access to educational records until he or she has been admitted and has actually begun attending Nova University. There is no prohibition from disclosing such information to the parents of students who are listed on their parents' federal income tax forms.

Parents or eligible students will be provided a hearing by Nova University if they wish to challenge the content of the record. If still not satisfied, the parents or eligible student may add explanatory or rebuttal matter to the record. If the student or parents are denied access to a hearing or if records are alleged to have been disclosed illegally to a third party, the student or parents may file a complaint with the Family Educational Rights and Privacy Act (FERPA) Office, U. S. Department of Health, Education, and Welfare, Washington, D.C. 20201.

Nova University does not discriminate on the basis of handicap, sex, race, religion, national, or ethnic origin in admission, access, or employment for any of its programs and activities. The University Registrar and Director of Personnel have been designated as student and employee coordinators, respectively, to assure compliance with the provisions of the applicable laws and regulations relative to non-discrimination. Nova University programs are approved by the Coordinator for Veterans Approval, State of Florida, Department of Education, for veterans' educational benefits.

The school is authorized under Federal Law to enroll non-immigrant alien students.

The general policies of Nova University on Student Relations are on file in the Office of the Registrar.