

# Business Administration (BA)

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Course information contained within the Bulletin is accurate at the time of publication in June 2025 but is subject to change. For the most up-to-date course information, please refer to the Course Catalog.

## **BA 5002. Socioeconomic Context of Business. 3 Credit Hours.**

Today's business environment is full of challenges in the form of global competition, regulatory change, rapid technological change and domestic and international market instability. In this context, knowledge of both micro- and macro-economics is becoming an increasingly important tool for solving real world problems. This course is divided into two modules. In the first module, we delve into the microeconomics foundations of business. In the second module, we focus on domestic and global macroeconomics. Economics is a basic underpinning of firm strategy. Economics focuses on the role of markets, the economic behavior of consumers and enterprises, market efficiency, the role of the public sector, firm behavior and the organization of industry. We will discuss important ways in which markets fail, and the challenges and opportunities these market failures create for entrepreneurs and existing businesses. Macroeconomics involves the study of the performance of national economies and the policies that governments use to try to improve economic performance. In this section of the course, we will discuss key economic concepts and data such as GDP, employment, interest rates, inflation, business cycles, and exchange rates to better understand the meaning and significance of these data and their impact on the business environment.

**Repeatability:** This course may not be repeated for additional credits.

## **BA 5119. Real World Problems and Cases for Managers: An Interdisciplinary Approach. 3 Credit Hours.**

The ability to analyze and respond quickly to pressing and often complicated problems is a critical skill set for successful managers and corporate leaders. This interdisciplinary course is designed to increase student confidence and competence in "casing" to prepare for business problems likely to be faced in job interviews and future employment. The focus will be on honing analytical techniques and skills necessary to identify, develop, and implement solutions to significant business problems. Students will analyze several cases and a live business project. The course expands upon knowledge and skills offered in MBA core courses to further enhance student ability to address complex, real world situations.

**Repeatability:** This course may not be repeated for additional credits.

## **BA 5170. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Repeatability:** This course may be repeated for additional credit.

## **BA 5180. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Repeatability:** This course may be repeated for additional credit.

## **BA 5182. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Repeatability:** This course may be repeated for additional credit.

## **BA 5190. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Repeatability:** This course may be repeated for additional credit.

## **BA 5287. Fox MBA Capstone Experience. 3 Credit Hours.**

The capstone experience for the Fox MBA is designed to integrate and apply concepts and skills learned across the entire MBA program. In the capstone, students combine theory, evidence and experience to analyze and solve a strategic challenge in a rigorous, thoughtful way. This course helps learners structure unstructured strategic challenges; develop the ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; support strategic recommendations with financial decision models; manage teams; and lead change by generating support for recommendations. Note: Prior to Summer 2023, the course was titled "Fox Management Consulting Practicum."

**Repeatability:** This course may not be repeated for additional credits.

**BA 5389. Global Immersion Experience. 1 to 6 Credit Hour.**

This course provides field experience in an emerging market economy that allows students an immersive experience in which they observe firms and participate in short term projects to provide a much greater understanding of the application of MBA coursework in assessing the strategic landscape of the destination country.

**Repeatability:** This course may be repeated for additional credit.

**BA 5411. Business Fundamentals I. 3 Credit Hours.**

A two-week, intensive course prepares new students for the Fall semester by giving an overview of critical business practices - namely ethical behavior and influential communication - as well as addressing current business issues with industry professionals. In addition to laying a foundation for the coursework in the program, this course will explore fundamental issues that permeate all course content, such as ethics and legal compliance, persuasive organizational communication, and current events impacting the domestic and global economy.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5412. Business Fundamentals II. 3 Credit Hours.**

This course is an overview of industry, allowing students to develop a business vocabulary conducive to discussion of critical issues facing businesses in today's global economy. Business is explored by examining its place within a national and global system, and the typical structures that influence commerce. Students will be exposed to current issues associated with the central management functions of marketing, strategy, finance, accounting, human resources, information systems, and operations. In addition, students will discuss ethical and social issues with regards to their impact on businesses. Underpinning these discussions will be an understanding of basic macro and micro economic concepts.

**Co-requisites:** BA 5411.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5486. Capstone Experience: Internship. 1 to 3 Credit Hour.**

The MiM internship is a practical work experience that will typically lead to full-time employment. The experience comes at the end of the program, such that the student has the opportunity to apply classroom learning in a workplace setting related to their desired career field. Students use models of critical and reflective thinking to merge classroom theory with their practical experience. This course will provide you with opportunities important to your future. Over the course of the semester, you will gain firsthand, real-world experience that will help you enhance your skills and knowledge, build your professional network, and explore potential career paths.

**Pre-requisites:** Minimum grade of C in FIN 5411 and SGM 5411.

**BA 5487. Capstone Project. 3 Credit Hours.**

The MiM project course may be chosen as a substitute for Internship (BA 5486). The course integrates all previous MiM classwork and applies that integrated knowledge to solving a strategic problem in an evidence-based and theoretically informed way. The primary focus of the course is to enable practical application of all previously learned MiM concepts through student teams engaging with actual clients or industry experts to solve real world challenges. This course is designed to help you develop your ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; and lead change by generating support for your recommendations. This course is also designed to produce useful results for coping with both very real strategic problems and noteworthy uncertainties.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C in FIN 5411 and SGM 5411.

**BA 5685. Internship or Externship in Business. 1 to 3 Credit Hour.**

This course is an independent study in which students will apply their business knowledge in a "real-world" context such as an internship or externship as part of a project for an employer. Therefore, this course presents the opportunity to reinforce and augment what students have learned in the classroom. This course is a hands-on experience aimed at preparing the student for work in a business-oriented career. As an individualized experience, the particular skills and concepts upon which students will draw will differ depending on the particular project and company.

**Repeatability:** This course may be repeated for a total of 6 credit.

**BA 5687. Advanced Professional Development Strategies. 0 Credit Hours.**

Advanced Professional Development Strategies is designed to help graduate students connect past education, current education, and professional experience to rewarding career opportunities. Because the personal stakes associated with managing one's career are high, the topics in this course involve more than "intellectual" comprehension. Accordingly, this course will focus on selected aspects of 1) career exploration, 2) the internship and job search, and 3) the "unwritten rules of engagement" in the professional work environment.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5801. Industrial Organization and Corporate Strategy. 3 Credit Hours.**

Today's executives face an array of commercial problems, a need to develop winning corporate strategies, and the capability to seek practical solutions to critical business issues. The primary focus of this course is on the application of principles of industrial organization to the development and evaluation of corporate strategy. The course will be taught from the perspective of a current executive. In this course, you will examine market function, consumer and firm behavior, and implications for market efficiencies. You will examine how knowledge of markets can be used to establish competitive position. You will use national accounting data to analyze the influences of governmental fiscal, monetary, and trade policies, employment, interest rates and economic growth (or decline) on the executive's options in making key strategic decisions. Realistic short business case study examples are provided demonstrating the power of combining the knowledge of economics with analytical tools that yield valuable insights to solve an array of specific internal commercial problems.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5804. Global Enterprise Mgt. 3 Credit Hours.**

Learn about multinational business firms and the strategies used to gain competitive advantage in international markets. Develop analytical techniques for studying problems facing multinational firms and designing systems for managing multinational enterprise.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5851. Transformative Mindsets: A Capstone Experience. 3 Credit Hours.**

Participate in an interactive learning experience while examining the functions, role and skills of top-level executives. Knowledge gained and analytical methods used, in prior courses will be used in analyzing cases from the perspective of the chief executive. Implementation of strategies will be a primary focus. Enrollment limited to students in the Executive M.B.A. program.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5882. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Repeatability:** This course may be repeated for additional credit.

**BA 5890. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Repeatability:** This course may be repeated for additional credit.

**BA 8100. Translational Business Research. .5 to 3 Credit Hours.**

Translational Business Research is designed to facilitate research projects focused on translating research findings into management impact for business leaders and policy makers. Students work with research faculty guides to carry out a thematic series of research projects, learning new methods as needed. They learn also to communicate the results and implications effectively to leaders in positions to implement the research insights. Note: The course is open to graduates of the Temple University Doctor of Business Administration program (or equivalent) who have 1) identified a theme for ongoing business research and 2) secured a commitment from a member of the Fox School of Business graduate research faculty to act as research guide and co-author. The course is open to other students who have a graduate degree in business or a related field, with faculty permission. Faculty commitment must be reaffirmed before a student can register for another semester of the course.

**Repeatability:** This course may be repeated for additional credit.

**BA 8985. Teaching in Higher Education: Business. 3 Credit Hours.**

This course is required for any student seeking Temple University's Teaching in Higher Education Certificate. The course focuses on the research on how people learn best teaching practices, with the aim of preparing students for effective higher education teaching. All educational topics are considered through the lens of teaching in particularly scholarly areas or disciplines. Course instructors will model innovative teaching methods and uses of technology throughout the semester, providing an experiential component to the learning. The course specifically focuses on the application of the course content to the teaching of courses in business and management.

**Repeatability:** This course may be repeated for additional credit.

**BA 9001. Organizations and Management Theory. 3 Credit Hours.**

This course acquaints students with classic works, current representative theories, and empirical research in the fields of organization behavior and management. Material is grouped into twelve perspectives/topic areas: bureaucracy, scientific management, human relations, contingency theory, lean & quality management, transaction cost theory, network approach, national culture, human resource development, power & politics, labor process, and complexity/chaos theory. Emphasis is on understanding the range of approaches in these fields and developing critical analysis skills.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9002. Scientific Inquiry-Management Research. 3 Credit Hours.**

This course examines the nature and logic of empirical science, with particular attention to theoretical and applied business research. Topics include: the scientific method, positivism, paradigms, interpretive approaches, postmodernism, and critical research. The course also introduces a range of methods and techniques current in business research, including "grounded theory," measurement, interviewing, survey design, case studies, causal modeling, longitudinal and historical analysis, experiments, and research ethics. Students are asked to apply each of the course topics to the design of research on a topic of their own choosing. There is also a laboratory session in the use of the SPSS statistical package to analyze quantitative data.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9003. Seminar in Organizational Behavior. 3 Credit Hours.**

The purpose of the course is to provide foundation knowledge in Organizational Behavior, including classic and contemporary theories, ongoing controversies, and ground-breaking empirical studies.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9090. Special Topics in Business Administration. 1 to 6 Credit Hour.**

Content varies.

**Repeatability:** This course may be repeated for additional credit.

**BA 9101. Getting Your Hands Dirty: The Craft of Data Management and Analysis. 3 Credit Hours.**

This methods course launches doctoral students into the craft of empirical research, enhancing proficiency in research work and nurturing ambitious research projects. The course introduces students to computational approaches to data management and analysis. Students will gain foundational skills in using Python for data collection and manipulation, as well as for constructing novel variables with text analysis, network analysis, and machine learning. The end result will be an original dataset ready for statistical analysis, corresponding to the student's research interests.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9102. Professional Communication Skills for Graduate Students. 0 Credit Hours.**

The PhD Professional Communication course consists of two skill level-based tracks focused on learning professional communication skills and writing intensive skills. The first 7 weeks are for intermediate level students (recommended for first and second year students), and the second 7 weeks are for advanced level students (recommended third year or higher). Students will be instructed in verbal skills, clarity in speaking, the formal elements of live and virtual presentations, professional presence, and academic and industry appropriate writing instruction to supplement their existing knowledge. The goal is to develop students' professional communication skills, both academically and professionally. Students will attend synchronous (live) sessions once a week with other students and the instructor. The course will also deliver high-quality video content that students can use independently and with which they can supplement their coursework. Each week students will submit a deliverable and receive individual feedback and additional guidance. The course aligns closely with the Ph.D. Communication Initiative to evaluate students' current competencies and ensure they have the resources needed to stay competitive at the global level. The asynchronous components are customized for PhD and DBA students, and are made available to doctoral students at both the Fox School and to doctoral students across Temple University's various colleges. Additionally, a repository of resources (e.g., videos, practice materials, and references) will be available for students to draw from throughout their Temple education.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9103. Econ Theory of Choice. 3 Credit Hours.**

**Repeatability:** This course may not be repeated for additional credits.

**BA 9104. Game Theory. 3 Credit Hours.**

In this course, we will cover strategic behavior. Strategic in the sense that agents take into account other agents' choices in their decisions. We will discuss dominance, backward induction, Nash equilibrium, commitment, credibility, asymmetric information, and signaling. We will apply these notions to firm behavior, oligopoly models, strategic thinking and consider their implications.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103.

**BA 9105. Business Econometrics I. 3 Credit Hours.**

This course introduces students to the basic concepts of modern econometrics. It provides a broad overview of statistical and econometric techniques used in business research with a focus on the linear regression model. Students will learn how to conduct as well as critique empirical studies in various business disciplines. The main ideas will be illustrated by real-world examples. Students will also get a hands-on experience in data analysis using Stata.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9106. Business Econometrics II. 3 Credit Hours.**

BA 9106 is the second course in the Econometrics series for doctoral students. It covers general principles of econometric estimation and inference and provides theoretical background for standard econometric techniques commonly used in empirical business research. The course primarily focuses on linear models and their estimators such as OLS, GLS, and 2SLS. Economic and business applications of the introduced econometric models will be discussed throughout the course.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9107. Advanced Topics of AI and Machine Learning for Business Decisions. 3 Credit Hours.**

This is a seminar-based class designed to introduce doctoral students to the advanced AIML methods. This class addresses a host of AIML models such as machine learning for unstructured text/audio/image/link/video data, Deep neural net, Bayesian NN Natural Language Processing, CNN RNN LSTM, Multimodal model, Deep factorization machine, Autoencoders, GANS, Transformers BERT, Graph CN, Deep reinforcement learning, AI chatbots/textbots, and others. It is a continuing class after the AIML 1 class (BA 9101). These advanced AIML tools are applicable for students who majored in Marketing, Management, MIS, Accounting, Finance, Operations, Statistics, Sport, Tourism and Hospitality Management, and other fields with structured and unstructured data analyses.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9101.

**BA 9108. Capital Markets Research. 3 Credit Hours.**

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103.

**BA 9183. Directed Study in Business. 3 Credit Hours.**

**Repeatability:** This course may be repeated for additional credit.

**BA 9201. Quant Methods in Bus Res. 3 Credit Hours.**

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in STAT 8002.

**BA 9202. Qualitative Research Methods. 3 Credit Hours.**

Methods constitute the "lenses" through which scholars view their empirical phenomena. And different methods afford clearer views of different phenomena. Qualitative methods in particular have produced some of the most influential scholarly works within several domains of business research. As consumers, producers, and reviewers of such research, it is therefore important that doctoral students develop greater facility with these methods. The intents of this seminar are thus to help participants add a qualitative lens to their scholarly toolkits -- and to identify the empirical phenomena within their domain of study that are most clearly seen through qualitative methods. At the end of this seminar, participants should expect to have a sophisticated understanding of qualitative research and the resources needed to conduct and publish high-quality scholarship. This seminar is relevant to any doctoral student seeking to better understand human behavior in complex systems, but focuses primarily on organizational contexts. Thus, although the methods being taught are widely applicable, the exemplar articles and best practices for data analysis and publication will be most relevant to business administration students. Participants should expect wide exposure to business administration phenomena, with readings drawn from domains such as organizational behavior, strategy, management information systems, marketing, international business, hospitality, tourism, accounting, and finance.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9203. Financial Economics. 3 Credit Hours.**

**Repeatability:** This course may not be repeated for additional credits.

**BA 9205. Information Economics. 3 Credit Hours.**

This is a theory course that studies how we can use optimal contracting to solve problems arising from asymmetric information and conflicts of interests. We will discuss mainly three types of such problems: adverse selection (hidden information), moral hazard (hidden action), and non-verifiability, and their interactions. Solutions to such problems involve screening and signaling. Thus this course can be called several names: information economics, incentive economics, or contract theory. Basic knowledge in calculus, statistics, and micro-economics is required.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103 and STAT 8112.

**BA 9207. Behavioral Research Methods for Business. 3 Credit Hours.**

This course provides an overview of intermediate quantitative research methods used in the social sciences. Topics include theory of measurement, types of measures, measurement validation, power analysis, experimental designs and analysis of experimental data, survey design and analysis of survey data, and collection and analysis of archival data. The course includes a project that focuses on the design, development, and testing of theoretical models using experimental, survey, or archival data. The project includes an important research topic, a set of testable hypotheses, the empirical method to be used, data collection, data analysis, and interpretation of the results.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (STAT 8112 or PSY 8011)

**BA 9208. Advanced Quantitative Research Methods for Business. 3 Credit Hours.**

This course aims to provide an overview of advanced quantitative research methods that are used in the social sciences. Topics include structural equation modeling (SEM), longitudinal modeling, multi-level modeling, causal modeling, polynomial regression models with response surface methodology, and emerging methods and tools for configuration theories.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (BA 9105 or PSY 8011)

**BA 9209. Business Econometrics III. 3 Credit Hours.**

BA 9209 is the third course in the econometrics series for doctoral students. It focuses on non-linear models and covers multiple practical situations in which classic linear methods are inappropriate. In particular, topics include sample selection and attrition models, treatment evaluation, duration analysis, and count data models. Also, several advanced estimation techniques such as GMM, bootstrap, and kernel regression will be discussed. Although the majority of lectures will be devoted to cross-sectional methods, the basics of time series analysis will also be covered. The assigned problem sets will include the analysis of practical situations requiring advanced econometric techniques as well as empirical exercises.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9106.

**BA 9212. Seminar in Global Finance and Governance. 3 Credit Hours.**

The course introduces students to the basic academic literature in global finance and governance at a doctoral level and to selected advanced topics in this area. The aim is to prepare students to read the literature critically, to strengthen their independent skills, and to help them be ready to select topic in global finance and governance and related areas. Topics will be flexible to class needs but include corporate exchange risk management, international investments, global corporate governance, firm boundaries, financial and strategic issues of multinational firms, and others.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9683. Research Project I. 1 to 3 Credit Hour.**

Research Project I is a Directed Reading/Study course in the Executive DBA program. Research Project I is part of a series of research projects. The objective is to develop a draft research paper proposal that demonstrates progress in the student's research capabilities and provides a foundation for the student's dissertation research. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students may be expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the summer after the first year but may also be offered in other terms.

**Repeatability:** This course may be repeated for additional credit.

**BA 9783. Research Project II. 1 to 3 Credit Hour.**

Research Project II is a Directed Reading/Study course in the Executive DBA program. Research Project II is part of a series of research projects. The objective is to develop a research paper proposal that includes methodology details and may include pilot or preliminary data analysis and results. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students are expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the fall term but may also be offered in other terms.

**Repeatability:** This course may be repeated for additional credit.

**BA 9801. Understanding the Firm through Management and Organizational Theory. 3 Credit Hours.**

Understanding the shifts in business and their implications for organizations is essential to identifying new areas of study for the modern organization. Firms must adapt to their changing environments by adopting new strategies through analysis and understanding of internal and external contexts. This enhances organizational capability, which is required in order to maintain effectiveness and competitiveness in national, regional and global markets. This course examines the dynamics of complex, global organizations through the lens of foundational theory in management and organizational behavior, including: strategic management; theory of organizations and industries; and behavior of individuals, groups, and organizations in global settings. Students will learn to build on this foundational research by formulating new research questions that address emerging issues and challenges for the modern organization.

**Repeatability:** This course may be repeated for additional credit.

**BA 9802. Scientific Inquiry through Applied Research. 3 Credit Hours.**

What is research and how is it done? What is theory? What makes a study both practically relevant and of high-quality? This course addresses these questions through an exploration of the philosophy of science and applied scholarly research. It introduces the philosophy of scientific inquiry, common research approaches (e.g., quantitative and qualitative) and common perspectives (e.g., positivistic, interpretative, and critical). Students will learn the basic principles of theory development and testing as well as how to build a conceptual research model. This course takes an "engaged scholarship" perspective, with the aim to influence management practice through rigorous, applied study. Topics include identifying a research topic, forming theoretically-grounded research questions, conducting a literature review, and developing a plan for field work and data collection. This course enables students to identify and foster their personal research interests through a research proposal developed iteratively throughout the course.

**Repeatability:** This course may be repeated for additional credit.

**BA 9803. Navigating the Global Marketplace. 3 Credit Hours.**

Global structures and institutions drive the strategic behavior underlying their business decisions. The reality of business today requires understanding and working within an industry's multifirm global value chain. Firms operating in the global marketplace must be responsive to and understand differences in political, legal, and economic systems between countries. This course explores the state-of-the-art research surrounding the contemporary global organization and serves as the foundation for applied research into the dynamics of strategy and competition within a global context. Topics include critical elements of global strategic operations including international trade, location of the multinational enterprise, innovation in emerging economies, market entry, and knowledge flows within the firm.

**Repeatability:** This course may be repeated for additional credit.

**BA 9806. Integrative Perspectives on Business Knowledge. 3 Credit Hours.**

Conceptualizing the organization as a system of integrated, co-dependent elements facilitates new solutions that help an organization achieve its goals. To do this, business leaders must view issues from multiple disciplinary and functional perspectives. Through an integrated, systems-thinking approach, students will learn to address unstructured problems, decision-making under complexity, and organizational change management and strategy. This course integrates contemporary research across the major functional areas of business, including: accounting, finance, human resources, international business, marketing, management information systems, risk and actual science, strategic management, and operations and supply management. Students will learn how to approach organizational issues in new ways and discover novel research opportunities by making connections across multiple disciplines.

**Repeatability:** This course may be repeated for additional credit.

**BA 9812. Innovation and Entrepreneurship in the New Economy. 3 Credit Hours.**

In an increasingly competitive global market, leaders must develop new business models and approaches. However, building this competency within an organization can be challenging. This course examines how executives can apply best practices in innovation and entrepreneurship by designing novel products, services, processes, organizational structures, business models, and industry ecosystems. Special emphasis is placed on how executives can anticipate and shape global technological, economic, social, and political factors that facilitate innovation and entrepreneurship within an organizational context.

**Repeatability:** This course may be repeated for additional credit.

**BA 9813. Problem Solving using Quantitative Research Methods. 3 Credit Hours.**

Quantitative research applies statistical techniques to test new theory and hypotheses. This course teaches students how to investigate problems through the design and execution of quantitative research as it applies to experiments, surveys and the analysis of secondary data. Students will learn to apply and evaluate these methods through examples of theoretical and applied research papers that employ quantitative methods. Students will learn the fundamental statistical techniques to develop and test research hypotheses, such as the t-test, correlation analysis and regression. Students will prepare data for analysis and understand how to interpret the results.

**Repeatability:** This course may be repeated for additional credit.

**BA 9814. Advanced Quantitative Research Methods. 3 Credit Hours.**

This course explores advanced concepts and topics in quantitative research methods. Students will learn to select and apply statistical techniques to new problems and data. It will cover analysis of variance and the design of experiments, multivariate regression, and logistic regression. It will also enable students to identify and address problems in real-world data sets, including: normality violations, multi-collinearity, and missing data.

**Repeatability:** This course may be repeated for additional credit.

**BA 9815. Problem Solving using Qualitative Research Methods. 3 Credit Hours.**

Qualitative research is the exploration of phenomena in their natural setting that seeks to make sense of underlying mechanisms and processes. This course compares a variety of qualitative techniques, such as case studies, ethnography, action research, grounded theory building and content analysis. Students will review contemporary and classic studies that employ qualitative methods in both theoretical and applied contexts, providing examples of how to use each approach in practice. It will also cover interviewing and observation techniques, coding semi-structured and structured interview data, and building hypotheses based on qualitative data. The course weighs the advantages and disadvantages of different approaches to qualitative research, including positivist, interpretivist, and critical methods.

**Repeatability:** This course may be repeated for additional credit.

**BA 9816. Creation and Dissemination of Business Knowledge. 3 Credit Hours.**

A fundamental tenet of evidence-based management is that firms will function more effectively if they adopt a theoretically-driven, methodologically-sound approach to decision-making. Building on the basic tenets of theory and knowledge development, this course explores the tools and techniques needed for creating and disseminating knowledge. Drawing on business research literature, students learn advanced issues in theory building, model validation and empirical testing. The course provides practical guidelines for building new theories that are informed by managerial practice and also extend current theoretical models. Participants are challenged to develop cross-disciplinary, evidence-based management practices through applied research that will effectively influence future management practice. Also covered is the process of preparing one's work for publication and successfully navigating the peer review process. Students will study journal selection and how to craft a response to reviewers. These include hands-on application to each student's individual program of research.

**Repeatability:** This course may be repeated for additional credit.

**BA 9817. Applied Qualitative Methods. 3 Credit Hours.**

This course provides a hands-on approach to understanding qualitative research methodologies and how they can be applied to problem investigation, problem solving, and outcome evaluation in business administration and other related fields. Qualitative research utilizes methods such as observation, interview, focus group, case study, and the analysis of documents and archival data. Major topics include: qualitative research design; principles and practices of data collection; analyzing and interpreting qualitative data; and effective methods for writing and disseminating research findings. Other possible topics include the epistemological foundations of qualitative research, the role of theory in guiding and informing research design, and ethical considerations in human subjects research. Through lecture, small group work, and hands-on experience, the course focuses on training in data collection and analytic techniques commonly used in qualitative research. Students will learn to apply a variety of qualitative methods to research topics, and to choose the most appropriate methods.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9883. Research Project III. 1 to 3 Credit Hour.**

Research Project III is a Directed Reading/Study course in the Executive DBA program. Research Project III is part of a series of research projects. The objective is to develop a research paper at the level of a manuscript that could be submitted to a conference or a journal. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students are expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the spring term but may also be offered in other terms.

**Repeatability:** This course may be repeated for additional credit.

**BA 9890. Special Topics in Business Research. 3 Credit Hours.**

This course will feature a rotating set of topics based on the cutting-edge research conducted by the Executive DBA faculty. Potential topics include executive leadership, emerging markets, social media, data analytics and design thinking.

**Repeatability:** This course may be repeated for additional credit.

**BA 9994. Preliminary Examination Preparation. 1 to 6 Credit Hour.**

Registration required each semester while preparing for the Preliminary examinations.

**Repeatability:** This course may be repeated for additional credit.

**BA 9998. Pre-Dissertation Research. 1 to 6 Credit Hour.**

Registration required each semester after Preliminary Examinations while researching the dissertation proposal.

**Repeatability:** This course may be repeated for additional credit.

**BA 9999. Dissertation Research. 1 to 6 Credit Hour.**

Registration each semester required for students elevated to candidacy and undertaking dissertation research.

**Repeatability:** This course may be repeated for additional credit.