



CATALOG ADDENDUM

2017-2018 Academic Catalog: Version 1

Abstract

The following content does not appear in the 2017-2018 Academic Catalog, but is valid for the 2017-2018 academic year.

Office of the Registrar

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WHAT IS AN ADDENDUM?

University of the Southwest (USW) publishes a full Catalog every year. The Addendum contains important information that has been updated throughout the past year.

The following question and answer section is designed to respond to common questions about how to use this important document. As always, it is recommended that students seek the guidance of counselors for course, program and transfer planning. In this way, you will be able to access all the most up-to-date information available.

Q. Why do we have an Addendum?

A. USW is constantly updating curriculum, program requirements, institutional information and policies. It is important to have a print and web document that helps students and staff locate all of these changes.

Q. How do I use the Addendum?

A. The Addendum is to be used alongside the 2017-18 academic catalog, not in isolation. Check your program and course of interest to see if there have been any changes. Meet with your counselor if you have questions about how these changes affect your academic plan.

Q. Does the Addendum supersede the Catalog?

A. The Addendum is just that: an addition to the 2017-18 Academic Catalog. Whatever is listed in the Addendum in terms of new courses and/or new program requirements does supersede what is in the Catalog. However, in terms of Catalog rights, if you began a program in Fall 2017 or Spring 2018, you will be able to adhere to the requirements listed in the 2017-2018 Catalog as long as you have no break in enrollment until the time of your completion. Once again, if you have questions about programs and courses, see a counselor.

Q. Where can I find the Addendum?

A. The Addendum is on the web and can be accessed from Office of the Registrar site at www.usw.edu.

We hope this document will be helpful to you. It has been prepared as carefully as possible to include all information available as of March 2018. University of the Southwest reserves the right to make changes as needs require, and to change, without notice, any of the information, requirements, and regulations in the Course Catalog and the Catalog Addendum. If you have questions about the content or any other part of this document, please contact the Office of the Registrar at 575-492-2126 or registrar@usw.edu.

REPEATING COURSES

Policy was updated

UNDERGRAD

A student may repeat a course to improve GPA. A course may only be repeated a maximum of three times. All grades earned will be retained on the transcript; however, the highest earned grade in each course will be used to calculate the GPA. The course must be retaken at the earliest opportunity. Please see the Financial Aid section for financial aid repeat course policies.

A failing grade earned in any course on a degree plan must be retaken for a degree to be obtained. Please see appropriate degree plan for definition of a failing grade. Once a course has been retaken, if a passing grade is earned, the failing grade will be replaced with the passing grade. Students must retake the exact course failed **at USW (not another school)** in order for the grade to be replaced. USW does not allow course substitutions for replacement grades.

GRADUATE

A student may repeat a course to improve GPA. All grades earned will be retained on the transcript; however, the highest earned grade in each course will be used to calculate the GPA. The course must be retaken at the earliest opportunity. Please see the Financial Aid section for financial aid repeat course policies.

A failing grade earned in any course on a degree plan must be retaken for a degree to be obtained. Please see appropriate degree plan for definition of a failing grade. Once a course has been retaken, if a passing grade is earned, the failing grade will be replaced with the passing grade. Students must retake the exact course failed **at USW (not another school)** in order for the grade to be replaced. USW does not allow course substitutions for replacement grades.

WITHDRAWL FROM A COURSE OR FROM THE UNIVERSITY - GRADUATE

Updated to reflect 10 week term for DBA program.

A student may withdraw from a class with a grade of "W" during the following withdrawal periods*:

8 week terms – Friday, by 5:00 pm, of the 5th week

5 week terms – Friday, by 5:00 pm, of the 3rd week

10 week terms – Friday, by 5:00 pm, of the 8th week

*Specific dates are listed in the current years academic calendar.

To withdraw from a course(s) or from the university, a student must complete and submit the online add/drop/withdrawal form available on the USW website and in the student portal. Withdrawal is the responsibility of the student and will not be initiated by faculty or the Registrar. Failure to officially withdraw will result in a grade of "F" for the course(s).

DOCTOR OF BUSINESS ADMINISTRATION

New program was added

DOCTOR OF BUSINESS ADMINISTRATION (DBA)

The Doctor of Business Administration (DBA) program requires completion of 60 credit hours which are delivered online. Students can complete the program in 3 years and is designed for business executives in the pursuit of practitioner-scholarship in the fields of business administration and management.

Strategy and Innovation

The program highlights the practical application of research to private industry challenges in an effort to improve organizational performance and make a positive social impact. Students benefit from a curriculum focused upon real-world knowledge creation, executive-level problem solving, thought-leadership in management practice, and an intensive emphasis upon applied research.

DBA TUITION

Doctoral Student \$799 per credit hour

ACADEMIC COURSE IDENTIFICATION

DBA – Doctor of Business Administration

COURSE DESCRIPTIONS

DBA 8003 – Foundations in Action Research for the Scholar-Practitioner (3 credit hours)

The purpose of this course is to familiarize students with the goals/objectives of the DBA program at USW and provide the foundational knowledge of the research skills necessary to be successful in the program. Students will review the role of the DBA within an organizational setting, as well as the structural frameworks for conducting research intended to solve problems within that same context. The course content includes an intense focus upon professional research in practice by analyzing designs and methodologies used by the scholar-practitioner.

DBA 8013 – Executive Leadership in Global Organizations (3 credit hours)

This course moves beyond the standard review of leadership theory by emphasizing the impact of global competition upon leader effectiveness. As effective leaders seek to implement strategies that prepare their organization for long-term, sustainable competitive advantage, they must understand the expectations and challenges of operating in a global environment. Students in the course will evaluate concepts including; systems thinking, change implementation, resource management, group dynamics, corporate social responsibility, and cross-cultural leadership.

DBA 8533 – Economics and Data-Analysis in Executive Decision-Making (3 credit hours)

This course combines economic principles with fundamentals of data analytics to prepare students for the challenges of decision-making in uncertain competitive environments. While executives use predictive modeling to develop organizational strategies, they must be prepared for a range of possible outcomes. With an emphasis on making strategically-sound, data-driven decisions, course content includes a mix of economic theory and applied statistical modeling.

DBA 8103 – Information Technology in Global Competition (3 credit hours)

The purpose of this course is to provide students with a professional assessment of the IT demands created by globalization. Rapid changes in the competitive environment, combined with the proliferation of new technologies have given rise to emergent, dynamic business models. The modern executive must be cognizant of such models and the IT expectations for them to operate effectively. Course topics will include; the role of IT in managing customer relationships, data collection for decision-making, and knowledge management.

DBA 8353 – Marketing Strategies: Competing in a Global Environment (3 credit hours)

This course provides a professional examination of modern marketing strategies through the lens of multinational competition. As successful firms seek to create global competitive advantage, a keen understanding of emerging marketing tactics will support the critical skills required of the modern executive. Course topics will include; new venture creation, product development, brand management, and supply chain optimization.

DBA 8513 – Strategic Planning for Sustainable Competitive Advantage (3 credit hours)

This course utilizes a holistic approach when assessing the practical implications of strategic management. More particularly, the course emphasizes the development of actionable strategies for the purpose of creating competitive advantage. Students will examine the modern theories of organizational strategy, as well as the evolution of strategic management, as they identify new perspectives applicable to the field. Course topics will include; resource-based competitive advantage, core competency development and expansion, strategic alliances/partnerships, and emerging operational models.

DBA 8423 – Contemporary Issues in Global Financial Management (3 credit hours)

The purpose of this course is to examine the contemporary financial frameworks that drive executive-level decisions. In a global economy, the modern executive must understand both the challenges and opportunities presented by an interconnected financial system. Students will learn to use the appropriate tools to examine a firm's financial position and determine alignment with the organizational strategy. Course topics will include; financial planning, budgeting, risk management, and portfolio balancing.

DBA 8503 – Designing Organizations for Operational Efficiency (3 credit hours)

This purpose of this course is to assess the relationship between the formal design of an organization and its ability to operate efficiently in the market. As senior executives seek to structure organizations for growth and competitive advantage, a firm understanding of organization design concepts is paramount to success. Students will review and evaluate modern theories of organizational design in relation to operational demands. Course topics will include; process evaluation and standardization, core business streamlining, resource allocation, and cross-functional planning.

DBA 8323 – Quantitative Research Methods for Practical Application (3 credit hours)

This course serves to provide students with the *quantitative* research skills necessary to complete the final doctoral study. As they seek out new areas for applied research in business and management, students will explore the use of fundamental *quantitative* techniques in their work. Course topics will include; descriptive and inferential statistics, hypothesis testing, analysis of variance, correlation, and regression. The course will also include the use of modern statistical software, as it is intended to help students choose the appropriate tools in their own doctoral research.

DBA 8333 – Qualitative Methods for Applied Business Research (3 credit hours)

This course serves to provide students with the *qualitative* research skills necessary to complete the final doctoral study. As they seek out new areas for applied research in business and management, students will explore the use of fundamental *qualitative* techniques in their work. Course topics will include; research methodologies, case-study research, focus group studies, interview structure, and observation-based analysis.

RES 8513 – Dissertation Topic and Proposal (3 credit hours)

This is the first residency that students will complete during the DBA program. The residency will be structured as a multi-day intensive workshop/seminar. The purpose of the residency is to provide an overview of the dissertation process and offer guidance for students as they begin exploring a dissertation topic and research

proposal. The residency will provide students the opportunity to meet their peers, faculty, and staff as they begin considering the focus of their research. Students are not expected to formalize their dissertation topic at this time. Rather, the residency will provide the necessary guidance for students as they begin the topic/committee selection process.

Timing – Students should complete this residency at the end of their first year, or after they have completed half of the core course requirements.

RES 8523 – Dissertation Research Analysis and Findings (3 credit hours)

This is the second residency that students will complete during the DBA program. The residency will be structured as a multi-day intensive workshop/seminar. The purpose of the residency is to provide student guidance specific to conducting the research and analysis required to complete the final doctoral study. This residency will offer sessions that guide students through key dissertation milestones including; identifying gaps in knowledge through a literature review, preparing a problem statement, gathering/collecting data, analyzing data, and drawing conclusions. The residency will provide students the opportunity to make formal requests of faculty for committee representation. Students are not expected complete their dissertation at this time. Rather, the residency will provide the necessary guidance for students as they begin the formal research process.

Timing – Students should complete this residency at the end of their second year, or after they have completed all of the core course requirements.

DBA 8813 – Strategy, Innovation, and Uncertainty (3 credit hours)

This specialization course emphasizes the link between successful corporate strategy and innovation as organizations prepare to operate in a constant state of change. Students will analyze current literature as they assess the relationship between a company's willingness to accept the risk associated with innovation and its operational success in uncertain environments.

**Prerequisite(s) – All core course requirements must be complete prior to taking this course.*

DBA 8823 – Disruptive Innovation in Organizational Strategy (3 credit hours)

In this specialization course, students will evaluate the role of disruptive innovation as a formal component of corporate strategy. As organizations become complacent and are often unwilling to disrupt their stable competitive environments, they might miss a key opportunity for new growth. Such a missed opportunity might lead to the inability to effectively compete in the future, as new market leaders emerge. Students explore this dynamic as thought leaders in the course.

**Prerequisite(s) – DBA8813*

DBA 8833 – Creating Strategic Opportunities for Innovation (3 credit hours)

In this specialization course, students will assess the appropriate leadership actions needed to create a culture of innovation with a company. If innovation is to be a key component of organizational strategy, then it must also be a key component of organizational culture. Students will learn to foster an enterprise culture that embraces creativity and innovation as a core competency.

**Prerequisite(s) – DBA8823*

DBA 8843 – Implementing Strategic Change (3 credit hours)

In the final specialization course, students will evaluate and develop a plan for implementing a change initiative as a component of corporate strategy. New initiatives must launch effectively if they are to become a long-term element of an organization's value proposition. Students will learn to create a strategy implementation plan that ensures change initiatives will become ingrained as part of the organization's identity – solidifying the role of the executive as an agent of change.

**Prerequisite(s) – DBA8833*

DBA 9003 – Doctoral Study Mentorship (3 credit hours)

This is the first course in the dissertation phase of the program. Here, students will work directly with their committee chair to make steady progress toward completion of the doctoral study. In this course, students will; finalize the committee selection process, complete an initial draft of their research problem statement, and conduct a preliminary literature review.

**Prerequisite(s) – DBA8843*

Doctoral candidates must successfully complete all required milestones before moving to the next “doctoral study completion course”. If **all course milestones are not met, students must re-take the class.*

DBA 9013 – Doctoral Study Completion I (3 credit hours)

This is the second course in the dissertation phase of the program. Students must continue to work with their committee chair to make progress toward completion of the doctoral study. In this course, students will; finalize the research problem statement, complete a formal literature review, prepare an initial draft of the dissertation proposal.

**Prerequisite(s) – DBA9003*

Doctoral candidates must successfully complete all required milestones before moving to the next “doctoral study completion course”. If **all course milestones are not met, students must re-take the class.*

DBA 9023 – Doctoral Study Completion II (3 credit hours)

This is the third course in the dissertation phase of the program. Students must continue to work with their committee chair to make progress toward completion of the doctoral study. In this course, students will; present and defend a formal draft of the dissertation proposal to their committee, and (upon committee approval) begin collecting data for analysis.

**Prerequisite(s) – DBA9013*

Doctoral candidates must successfully complete all required milestones before moving to the next “doctoral study completion course”. If **all course milestones are not met, students must re-take the class.*

DBA 9033 – Doctoral Study Completion III (3 credit hours)

This is the final course in the dissertation phase of the program. Students must continue to work with their committee chair to make progress toward completion of the doctoral study. In this course, students will; analyze the data collected, draw conclusions, and present and defend a formal draft of their dissertation findings to their committee, and (upon committee approval) complete the DBA program.

**Prerequisite(s) – DBA9033*

Doctoral candidates must successfully complete all required milestones before completing the program. If **all course milestones are not met, students must re-take the class.*