

## ADMISSION REQUIREMENTS

All students applying for admission to the program must submit:

- Official transcripts from the accredited institutions from where you received both your bachelor's and master's degrees
- Resume or CV, and contact information for three references
- Personal statement (no more than 3 pages)
  - How your educational and personal experiences influenced the decision to pursue a DBA
  - Career goals and how this degree will help achieve those goals
  - A research topic or interest area that you plan to study
- Participate in a video-conference interview
- Applicants for whom English is a second language must provide English proficiency

Admission decisions are made on a rolling basis throughout the calendar year. For fall semester consideration, all admission items are due no later than May 1. For spring semester consideration, all admission items are due no later than November 1. Applicants are encouraged to submit applicant materials early, as cohort sizes are limited.

## HOW TO APPLY

Go to [cuw.edu/apply](https://cuw.edu/apply). Select the Graduate option. Fill out the form and submit your online graduate application.

## FINANCIAL AID

All students are eligible to be reviewed for financial aid. Students will need to complete the FAFSA at [studentaid.gov](https://studentaid.gov). Concordia's school code is: **003842**.

- Students must take a minimum of three graduate credits per semester to qualify for aid
- Students may be eligible for up to \$20,500 per academic year to cover educational related expenses

Questions? Contact **Concordia's Financial Aid Office:** [finaid@cuw.edu](mailto:finaid@cuw.edu) | 262-243-4569.

Scholarships available for this program. Learn more at [cuw.edu/uncommon-scholarships](https://cuw.edu/uncommon-scholarships).

For more information on tuition costs please visit [cuw.edu/financialaid](https://cuw.edu/financialaid).

## ACCREDITATION

Concordia University is accredited by the Higher Learning Commission ([hlcommission.org](https://hlcommission.org)), a regional accreditation agency recognized by the U.S. Department of Education.

The Batterman School of Business is accredited nationally by IACBE.

## INTERESTED IN THE PROGRAM?

CONTACT US FOR MORE INFORMATION:

**Program Director**  
Dr. Dana Sendziol, PhD  
[dana.sendziol@cuw.edu](mailto:dana.sendziol@cuw.edu)

**Graduate Admissions**  
[admission@cuw.edu](mailto:admission@cuw.edu)  
262.243.4300

**International Admissions**  
[international.admissions@cuw.edu](mailto:international.admissions@cuw.edu)  
262.243.4455

# Doctor of BUSINESS ADMINISTRATION



**CONCORDIA  
UNIVERSITY**  
WISCONSIN & ANN ARBOR

# DRIVE LONG-TERM BUSINESS CHANGE

The challenges facing the business world are numerous and complex, but they aren't impossible. Through our online DBA program, Concordia is preparing Christian leaders to address those problems holistically by combining quantitative and qualitative business concepts. The outcome? Actual change that translates to long-term growth and profitability.

## WHY A DBA?

The DBA is a perfect next educational step for students who already possess an MBA, or other degrees related to management, healthcare administration, or leadership, especially organizational managers seeking to advance their careers by developing an ability for enhanced critical reasoning.

Throughout your time at Concordia, you'll experience award-winning faculty who specialize in healthcare, product development, sustainability and ethical leadership. You'll acquire evidence-based decision-making skills to prepare you for effective leadership in business, healthcare, non-profit, education, government, and other professional industries. In addition, you'll leave knowing you're equipped with the tools, experience, and knowledge to transform organizations, invoke change, and improve performance through grounded research methods.

## ENTRANCE REQUIREMENTS

All students applying for admission to the program must have:

- A master's degree with a focus in business or other relevant degree from a regionally accredited institution
- Background knowledge in the functional areas of business, healthcare, non-profit, education, government, and other professional industries
- Professional expertise and/or certifications
- Academic credentials (minimum of 3.0 on 4.0 scale in most recent regionally accredited degree earned)
- Evidence of a promising research project, related to the outcomes of the program
- Provide supporting evidence that you have completed an intermediate graduate level statistics course (MBA 534 or equivalent), or have equivalent work experience
- No GMAT or GRE required

## PROGRAM DETAILS

- Three-year, 60 credit, online (with two required residencies) program features four distinct concentrations:
  - Organizational Performance and Change
  - Healthcare Administration
  - Financial and Economic Management
  - Business Sustainability
- Designed to address the current challenges facing companies, leaders, and teams in today's business environment
- Develop scholar-practitioner expertise as you learn from industry experts skilled in blending applied learning with theory development
- Benefit from the unique, holistic approach that this program takes in addressing and teaching both quantitative and qualitative business concepts
- Two required, three-day residencies welcome your cohort to campus in year one and year three for intensive courses and networking with faculty and students with diverse professional backgrounds
- Your dissertation will be supported by research courses and a faculty advisor who will provide one-on-one feedback
- Students who have taken equivalent doctoral-level courses can submit a DBA Transfer Credit Application to have up to 30 credits count toward DBA program requirements. Courses must be equivalent in scope and rigor to Concordia DBA courses.

## FORMAT

During the program, you'll take a total of 16 courses, plus additional credits focused on your dissertation and research. The first three-day residency will kick off year one where you will build and develop your student research project. You will return to campus before your third year for three additional days.

FOR MORE INFORMATION VISIT: [cuw.edu/dba](http://cuw.edu/dba) →

# PROGRAM CURRICULUM

## PROGRAM CURRICULUM

Credits

*DBA Core Courses	18
DBA Concentration Courses	12
Dissertation & Advising (planned meetings with advisor in addition to course work below)	6
**Dissertation & Advising Courses	12
***Research Courses	12
<b>Total Credits</b>	<b>60</b>

## CONCENTRATION COURSES

(6 crs. of core\* + 6 crs. from elective† courses)

Credits

FINANCIAL & ECONOMIC MANAGEMENT CONCENTRATION		
DBA 9330*	Economic Theory & Business Effectiveness	3
DBA 9331*	Financial Theory & Decision Making	3
DBA 9333†	Applied Economics	3
DBA 9335†	Corporate Finance	3
DBA 9337†	Investment Portfolio Analysis	3
DBA 9339†	Free Enterprise Principals	3
DBA 9360†	Organizational Consulting	3
HEALTHCARE ADMINISTRATION CONCENTRATION		
DBA 9310*	Managing Human Capital in Healthcare	3
DBA 9311*	Legal & Ethical Issues for Healthcare Professionals	3
DBA 9313†	Healthcare Financial Management and Economics	3
DBA 9315†	Healthcare Technology and Analytics	3
DBA 9317†	The United States Healthcare Delivery System	3
DBA 9319†	Population Health and Social Determinants	3
DBA 9350†	Scholar-Practitioner Approach to Mentorship	3
DBA 9360†	Organizational Consulting	3
ORGANIZATIONAL PERFORMANCE AND CHANGE CONCENTRATION		
DBA 9320*	Leading Transformation and Change	3
DBA 9321*	Scenario Planning	3
DBA 9323†	Contemporary Topics in Organizational Performance and Change	3
DBA 9325†	Talent Management and Development	3
DBA 9327†	Reframing Organizations	3
DBA 9350†	Scholar-Practitioner Approach to Mentorship	3
DBA 9360†	Organizational Consulting	3
BUSINESS SUSTAINABILITY		
DBA 9340	Environmental Risks and Sustainable Solutions	3
DBA 9341	Ecological Economics and Sustainable Development	3
DBA 9343	Engaging Science to Promote Innovation	3
DBA 9345	Develop an Environmental Stewardship Plan and EMS ISO 14001-5	3
<b>Total Credits</b>		<b>12</b>

## YEAR 1

### REQUIRED COURSES

Credits

DBA 9010*	Introduction to Scholarship	3
EDG 9180*	Organizational Learning, Performance, and Change	3
	Concentration Course	3
DBA 9730**	Dissertation Seminar & Advising	1
DBA 9115***	Statistics for Research	3
DBA 9210*	Quantitative Research Design	3
	Concentration Course	3
DBA 9730**	Dissertation Seminar & Advising	1
<b>Total Credits</b>		<b>20</b>

## YEAR 2

### REQUIRED COURSES

Credits

EDG 9020*	Innovative & Entrepreneurial Leadership	3
DBA 9120*	Scholarship Inquiry	3
DBA 9215***	Qualitative Research Design	3
DBA 9370**	Dissertation Seminar & Advising	1
DBA 9100**	Doctoral Research & Writing I	3
	Concentration Course	3
DBA 9200**	Doctoral Research & Writing II	3
DBA 9370**	Dissertation Seminar & Advising	1
<b>Total Credits</b>		<b>20</b>

## YEAR 3

### REQUIRED COURSES

Credits

DBA 9220**	Doctoral Research & Writing III	3
	Concentration Course	3
DBA 9030*	Servant & Ethical Leadership	3
DBA 9370**	Dissertation Seminar & Advising	1
DBA 9110*	Business Intelligence & Predictive Analytics	3
DBA 9015*	Quantitative Business, Quality Management & Productivity	3
DBA 9370**	Dissertation Seminar & Advising	1
DBA 9380**	Dissertation DBA Capstone	3
<b>Total Credits</b>		<b>20</b>

\*Electives - choose two - note that these may vary and change throughout the program

TOTAL CREDIT LOAD: 60