

DOCTOR OF BUSINESS ADMINISTRATION IN STRATEGIC INNOVATION GLOBAL MODEL CURRICULUM

Program Overview

In the face of increasing competition, it is no longer sufficient to work harder and faster. Companies call upon people with advanced degrees. It is in this context that the International Technological University (ITU) Business Department offers the Doctorate of Business Administration (DBA) in Strategic Innovation degree.

The DBA is a professional doctoral program intended for executives, senior managers, consultants, advanced students, instructors of business and outstanding business practitioners who will continue to be professionally engaged in organizations. ITU bridges the gap between learning and application with our expert professors, industry mentors, and support resources.

The DBA delivers a powerful program designed to create experts in evidence based business problem solving. It enhances critical thinking, analytical skills, and leadership abilities. It also enables the development of management thought, embedded with the application of real-world business principles.

ITU's DBA program is offered as an innovative and flexible blended learning journey, in a global model setting, with live residencies to network with cohort peers, professors, and expert industry mentors.

Learning Styles

The world is becoming increasingly connected with technological advances and social media. More than ever before, people are increasingly aware and interested to learn about technology, and its interactions with various aspects of global business.

In order to accommodate the needs of the people resident in the U.S. and across the globe, ITU offers the DBA program in a global, blended learning format.

Why does ITU offer the DBA in a global model?

- ITU is well known for its global education. We believe in diversity and inclusion as an enriched learning opportunity. We offer high quality education, as endorsed by accrediting institutions (WASC and ACBSP).

- Based on a growing need for a DBA among professionals who do not have the time to commute to campus, ITU provides this doctorate in strategic innovation in a global, blended format.
- The blended learning format provides access for students around the world to undertake doctoral study in a manner that provides for intensive classroom education, team projects, and distance learning technologies in an integrated manner.
- We wish to reach everyone across the globe with this opportunity to be ITU doctoral graduates.

Advisory Committee

To guide students through the degree program, an advisory committee of at least three (3) faculty members with appropriate doctoral degrees, and an external mentor with subject matter and industry expertise, will be assigned. The advisory committee also may serve as the Doctoral Capstone Committee (DCC), which may include the Department Chair. The doctoral capstone course advisor will serve as the chair of DCC. The DCC will review the proposed doctoral capstone topic, determine any further changes, and approve the research objective.

Program Learning Outcomes

Upon completion of this program, graduates will:

- PLO #1: Appraise the theoretical knowledge and relate it to use in business practice. [Mapped to ILOs 3,6]
- PLO #2: Relate appropriate research methodology to evidence based business decision-making. [Mapped to ILOs 1,2,5,7]
- PLO #3: Devise competencies for managing technology, innovation, and organizational change. [Mapped to ILOs 1,2,5,7]
- PLO #4: Identify strategies to solve business challenges within a global context. [Mapped to ILOs 1,2,3,4,7]
- PLO #5: Formulate original research, which includes research design, tools and structure. [Mapped to ILOs 3,5,6]

Program Competencies

Learning Competencies (LCs)	DBA PLOs
LC 1: Research Ability	PLO #1: Appraise the theoretical knowledge and relate it to use in business practice. [Mapped to ILOs 3,6] PLO #2: Relate appropriate research methodology to evidence based

	<p>business decision-making. [Mapped to ILOs 1,2,5,7]</p> <p>PLO #5: Formulate original research, which includes research design, tools and structure. [Mapped to ILOs 3,5,6]</p>
LC 2: Data Driven Decision Making	<p>PLO #2: Relate appropriate research methodology to evidence based business decision-making. [Mapped to ILOs 1,2,5,7]</p> <p>PLO #4: Identify strategies to solve business challenges within a global context. [Mapped to ILOs 1,2,3,4,7]</p>
LC 3: Leadership	<p>PLO #3: Devise competencies for managing technology, innovation, and organizational change. [Mapped to ILOs 1,2,5,7]</p> <p>PLO #4: Identify strategies to solve business challenges within a global context. [Mapped to ILOs 1,2,3,4,7]</p>
LC 4: Focused Knowledge (Strategy & Innovation)	<p>PLO #1: Appraise the theoretical knowledge and relate it to use in business practice. [Mapped to ILOs 3,6]</p> <p>PLO #3: Devise competencies for managing technology, innovation, and organizational change. [Mapped to ILOs 1,2,5,7]</p>

Learning Outcomes Assessment Results

External Assessment

- DBA Learning Outcomes Assessment Report

Internal Assessment:

- Copies of Doctoral Capstone Research (Dissertations) are available in the ITU Library

All the learning outcomes and results of assessment are included in our [ACBSP Self Study](#).

Requirements for Admission to Program

- Completed application form online,
- Current Resume or C.V.,
- Minimum thirty (30) credit hours beyond a Bachelor's degree, (such as Master courses, Doctoral courses or Certificates – Chair approval is required)
- Official transcripts of graduate and undergraduate degrees,
- English Proficiency: All admitted DBA students are required to take the Vital English Test (VET) with a score of 50 or better. If the VET score is less than 50, the student needs to take either the TOEFL with a score of 72 or better, or IELTS with a score of 6.0 or better within the three terms of joining the program.
- Statement of purpose: A statement of purpose should address the applicant's reasons for seeking the doctoral degree and how this program will advance his/her personal and career goals,
- Recommendations: at least one letter of recommendation from a professional or business leader attesting the applicant's ability to succeed in a doctoral program,
- Peregrine Inbound Exam: All admitted DBA students are required to take the Peregrine Inbound exam during the first trimester of the DBA program. A minimum score of 50% is required. If a student doesn't achieve the required minimum score, he/she must submit GMAT or GRE examination scores within the three terms of joining the program (no minimum score is required).

Program Requirements

1. Peregrine Exams and APA Write & Cite Course:

All DBA students are required to take the Inbound **and** Outbound exams with Peregrine Academic Services. The Inbound Exam should be taken in the first (1st) trimester, i.e. in the Summer trimester of the first (1st) year of the DBA Program. The Outbound Exam should be taken in the sixth (6th) trimester, i.e. in the Spring of the second year, before the student starts working on their Culminating Experience (CE) course.

The Inbound and Outbound exams have a fee that is currently set at USD \$40 per exam, per student (the fee is subject to change).

The Inbound and Outbound exams are REQUIRED and not OPTIONAL.

In addition, students are required to complete an APA Write & Cite course from Peregrine Academic Services. The price per student for the course is US \$49.

For more information about the Peregrine Exams, and the APA Write & Cite course, visit the [DBA INBOUND AND OUTBOUND EXAMS](#) webpage and the course description for DBUS 806 respectively.

Peregrine Registration Instructions:

Please follow the on-screen instructions found at the following URL:

<https://micro.peregrineacademics.com/itu>

Program Structure

This global DBA in Strategic Innovation may be completed in a minimum of three (3) years and a maximum of eight (8) years.

a) As ITU offers the DBA in Strategic Innovation locally, and globally, the difference between the two offerings is the requirement for four (4) residencies in the global DBA.

b) The curriculum requirements for the global DBA are explained below:

To be awarded the degree of DBA in Strategic Innovation, you must successfully complete forty eight (48) credit hours including the following:

1. **Coursework:** Thirty nine (39) credit hours of coursework (see below),
AND
2. **Contribution to the field of business research:** (a) Seminars and/or Conferences, (b) Comprehensive Candidacy Portfolio (CCP),
3. **Culminating Experience (CE):** Nine (9) credit hours of Culminating Experience (CE) (see below).
4. **Residencies:** DBA candidates under the global model require four (4) residencies as follows:
 - a. **Residency 1:** At the beginning of Term 1 of Year 1;
 - b. **Residency 2 and 3:** At the end of Term 3 of Year 1 and 2, and at the beginning of Term 1 of Year 2 and 3;
 - c. **Residency 4:** At the end of Term 3 of Year 3.

1. Coursework

(i) Core Courses

6 courses for a total of 18 credit hours 18

DBUS 800 Quantitative Research Analysis I (3 credit hours)
DBUS 801 Quantitative Research Analysis II (3 credit hours)
DBUS 802 Qualitative Research Analysis I (3 credit hours)
DBUS 803 Qualitative Research Analysis II (3 credit hours)
DBUS 804 Data Analytics I (3 credit hours)
DBUS 805 Data Analytics II (3 credit hours)
DBUS 806 Peregrine APA Write & Cite (0 credit hours)

(ii) Innovation Specialization Courses

3 courses for a total of 9 credit hours 9

DBUS 810 Financial Engineering and Innovation (3 credit hours)
DBUS 811 Innovation and Digitization (3 credit hours)
DBUS 812 Strategy for Disruptive Innovation (3 credit hours)

(iii) Research Interest Courses

2 courses for a total of 6 credit hours 6

DBUS 700 Behavioral Marketing, Digitization, and Decision Making
(3 credit hours)
DBUS 701 Innovation in Business Transformation and Entrepreneurship
(3 credit hours)

(iv) Key Competency Courses

2 courses for a total of 6 credit hours 6

DBUS 820 Theoretical Frameworks in Strategy Research (3 credit hours)
DBUS 821 Constructing Research Design (3 credit hours)

2. Contribution to the field of business research

(a) Seminars and/or Conferences

DBUS 710 Special Interest Seminars and/or Conferences (0 credit hours)

Students should complete at least four (4) Seminars and/or Conferences (free or paid) in the area of their research interest. Students should start attending seminars and/or conferences from the very start of their doctoral program. The requirements for seminars and/or conferences must be

completed prior to the final CCP presentation (i.e. DBUS 822), which will occur in the third residency.

Students may attend more than four seminars and/or conferences based on their interest. However, Students should choose topics in the area that strengthens their CE research interest and their CCP.

For each seminar and/or conference attended, students must write a paper. In the course DBUS 710, which will be conducted in the last term of the second year of the program, students are required to upload on EMS, the papers prepared from attending the seminars and/or conferences. Confirmation of registration for these events must also be included as part of the documents uploaded on EMS.

(b) Comprehensive Candidacy Portfolio (CCP)

DBUS 711 CCP Panel Presentation I (0 credit hours)

DBUS 813 CCP Panel Presentation II (0 credit hours)

DBUS 822 CCP Final Panel Presentation (0 credit hours)

The student from the start of his/her doctoral program develops the CCP, under the guidance of the doctoral supervisor(s) and/or mentor(s) in three stages. The CCP represents a student's goals, plans, and accomplishments in coursework, special topics, learning from seminars and/or conferences, research and work experiences.

The process includes three (3) presentations by each student to a committee, which includes the faculty teaching the DBA courses at the time of presentation and/or the external mentor.

These presentations will be scheduled as follows:

- CCP Presentation I – Term 2 of Year 1
- CCP Presentation II – Residency 2
- CCP Final Presentation – Residency 3

The goal of the CCP is to ascertain the student's capability to conduct doctoral business research. The portfolio must be aligned with the student's topic of research in the Culminating Experience (CE). Therefore, the student is required to receive a "Pass" decision from the committee in order to progress to the CE phase of his/her degree.

Upon successful completion of the coursework and the CCP, the candidate will start working on his/her CE.

(c) Culminating Experience (CE)

Candidates must choose one of the following three (3) doctoral capstone courses. Each of these courses is equal in terms of academic rigor.

- Doctoral Capstone Research (DBUS 901), OR
- Doctoral Capstone Project (DBUS 902), OR
- Doctoral Capstone Publishable Papers (DBUS 903) (3 publishable papers)

Each capstone course consists of three (3) sections.

3 sections for a total of 9 credit hours9

DBUS 901 – 1 Doctoral Capstone Research 1 (3 credit hours)
 DBUS 901 – 2 Doctoral Capstone Research 2 (3 credit hours)
 DBUS 901 - 3 Doctoral Capstone Research 3 (3 credit hours)

OR

DBUS 902 – 1 Doctoral Capstone Project 1 (3 credit hours)
 DBUS 902 – 2 Doctoral Capstone Project 2 (3 credit hours)
 DBUS 902 - 3 Doctoral Capstone Project 3 (3 credit hours)

OR

DBUS 903 – 1 Doctoral Capstone Publishable Papers 1 (3 credit hours)
 DBUS 903 – 2 Doctoral Capstone Publishable Papers 2 (3 credit hours)
 DBUS 903 - 3 Doctoral Capstone Publishable Papers 3 (3 credit hours)

Each of these courses requires the candidate to work on his/her doctoral proposal.

- ***Doctoral Capstone Proposal***

This is a formal written proposal, which must include a clear statement of the problem to be researched and a survey of the relevant literature. The proposal must specify the research methods, data collection, and data analysis techniques in detail. The methods to be employed must be appropriate, reliable, and appropriate for the measures taken.

A candidate intending to complete his/her DBA degree within three years is required to present and defend the doctoral capstone proposal to the DCC at the end of the Term 1 of the third (3rd) year. In the event the DCC recommends additional work on the proposal, the candidate will have one more chance to present and defend his/her doctoral proposal, no later than six (6) months from the original presentation.

- ***Doctoral Capstone Defense***

Upon successful presentation of the doctoral proposal, the candidate will progress to the development of his/her chosen doctoral capstone (DBUS 901, 902, or 903). The candidate will be required to defend

his/her final doctoral capstone in the presence of the DCC. The final capstone document(s) must be made available to all members of the DCC one (1) month prior to the defense.

The oral defense will take place in the final term of the third (3rd) year. It shall consist of a presentation of the research results and a question and answer (Q&A) session following the presentation. The defense is open to the public, but only members of the DCC have a vote. The doctoral capstone defense passes through unanimous voting.

The following table presents the DBA in Strategic Innovation program roadmap.

DBA IN STRATEGIC INNOVATION (GLOBAL MODEL) PROGRAM ROADMAP																	
Year	FALL (15 weeks)					Break	SPRING (15 weeks)					Break	SUMMER (15 weeks)				
	OCT	OCT	NOV	DEC	JAN		FEB	MAR	APR	MAY	JUN		JULY	AUG	SEP	SEP	
	1st week	3 weeks	4 weeks	3 weeks	4 weeks	2 weeks	2 weeks	4 weeks	4 weeks	5 weeks	2 weeks	2 weeks	5 weeks	4 weeks	3 weeks	1 week (last week)	
1	RESIDENCY		A. Peregrine Inbound Exam			A. DBUS 801 (QUANT 2)					A. DBUS 810 (FIN)		RESIDENCY				
	1. Orientation		B. DBUS 800 (QUANT 1)			B. DBUS 803 (QUAL 2)					B. DBUS 700 (MKT)		1. Complete DBUS 810, DBUS 700, 2. Start DBUS 804, DBUS 821				
	2. Start of DBUS 800, 3. Start of DBUS 802		C. DBUS 802 (QUAL 1)			C. DBUS 711 (CCP Presentation I)							3. DBUS 813 (CCP Presentation II), 4. DBUS 901/902/903 (CE Discussions)				
	4. Introduction of DBUS 710, DBUS 711 (CCP), DBUS 901/902/903 (CE)		D. DBUS 806 (Peregrine APA Write & Cite)														
2	RESIDENCY		A. DBUS 804 (DATA 1)			A. DBUS 805 (DATA 2)					A. DBUS 812 (DISRUPTIVE INNOVATION)		RESIDENCY				
	1. Complete DBUS 810, DBUS 700 2. Start DBUS 804, DBUS 821		B. Start DBUS 821 (RESEARCH DESIGN)			B. DBUS 811 (INNOVATION)					B. DBUS 701 (ENTREPRENEURSHIP)		1. Complete DBUS 812, DBUS 701				
	3. DBUS 813 (CCP Presentation II), 4. DBUS 901/902/903 (CE Discussions)										C. DBUS 710 (Submission to EMS of Seminars & Conferences)		D. Peregrine Outbound Exam			2. Start DBUS 820, 3. DBUS 901/902/903 (CE Discussions & Proposal) 4. DBUS 822 (Final CCP Presentation)	
	RESIDENCY		A. DBUS 820 (STRATEGIC RESEARCH)			A. DBUS 901/902/903 - 2 (CE)					A. DBUS 901/902/903 - 3 (CE)		RESIDENCY				
1. Complete DBUS 812, DBUS 701 2. Start DBUS 820, 3. DBUS 901/902/903 (CE Discussions & Proposal) 4. DBUS 822 (Final CCP Presentation)		B. DBUS 901/902/903 - 1 (CE)										1. CE Final Defense 2. Graduation Ceremony					

DBA GLOBAL MODEL - RESIDENCY ITENERARY															
YEAR 1				YEAR 2				YEAR 3							
FALL	BREAK	SPRING	BREAK	SUMMER	FALL	BREAK	SPRING	BREAK	SUMMER	FALL	BREAK	SPRING	BREAK	SUMMER	
First week of October				Last week of September	First week of October				Last week of September	First week of October				Last week of September	

REFERENCE

Peregrine Exams & Course
Blended Learning Courses
Residencies
Distance Learning Courses
Culminating Experience Courses

Details of each reference item is contained in the DBA Curriculum

Blended Learning Format

The DBA in Strategic Innovation is offered in the Global, Blended Learning Format in order to attract students from all over the world, as long as they meet the admission requirements and qualifications mentioned above. Our Blended learning courses include the usage of the internet and the students’ computing devices to access class, and/or course content, and interactions with faculty, and their peers.

The blended learning format has two (2) distinct components: face-to-face, and distance learning interactions. Blended learning allows students to obtain the relevant course information at a time and place suitable to them, beyond constraints of time and geography.

The courses within the DBA program with the global model will follow the rigor and format of ITU's DBA on-campus program. Our courses are offered in three (3) terms; Fall, Spring, and Summer with 15 weeks of teaching. In order to provide students with the opportunity to meet with their peers and faculty, the DBA in the global model is designed to offer an orientation during the first residency in the first term of the program.

Seat and Credit Work Hours

Seat Hours:

The DBA program consists of 39 credits of coursework (equivalent to 13 courses), and nine (9) credits of research (equivalent to three (3) courses).

In the online format, the student is required to be in class for 51% of the total ***program*** time. In a blended format, however, the student is required to be in class for 51% of the total ***class*** time:

Based on the above requirements, a maximum of six (6) of our DBA 13 courses should be taught online, and the remaining seven (7) courses may be taught using a blended format.

Referring to the roadmap above, it may be noted that we offer only four (4) courses remotely (not highlighted in any color), while nine (9) courses highlighted in blue, are offered as blended learning courses. The remote courses are DBUS 801, 803, 805, and 811. The blended learning courses are DBUS 700, 701, 800, 802, 804, 810, 812, 820, and 821. The percentage of online courses offered under this program is just 31% (i.e. 4 out of 13 courses) versus 69% of face to face courses.

Calculation of blended learning format seat hours:

- Our courses comprise 45 hours of teaching time.
- Based on the blended format, 51% of these 45 hours teaching time (i.e. 23 hours) may be conducted using distance-learning technologies. In this case, the total seat hours allowed for the 7 (blended) out of 13 courses is 161 hours (i.e. 23 hours x 7 courses). However, the actual seat hours in the four (4) residencies is 264 hours [88 hours x 2 (residencies 2 and 3); + 8 hours x 6 days (Residency 1); + 8 hours x 5 days (Residency 4)]. Each residency

consists of intensive in-person coursework, which will be conducted from Monday to Saturday (inclusive) for 8 hours each day in the first week, and Monday to Friday (inclusive) for the second week, for a total of 11 days (11 days x 8 hours per day = 88 hours).

- The percentage of the face to face component of our DBA program with the global learning model in a blended format may be 51% or higher. The actual face to face component of our program is 65% (264 hours ÷ 405 hours. 45 hours x 9 blended courses = 405 hours. Seat hours in residency is 264 hours as above).

Courses with zero (0) credit hours:

The calculation for seat hours does not include the following courses: DBUS 806, 710, 711, 813, and 822. These courses are designated with zero credits, as they supplement the coursework. For instance, DBUS 806 is the Peregrine APA Write & Cite course. Students need to take this course with an external institution, Peregrine Academic Services in their first trimester. In DBUS 710, students only need to submit the materials from attending conferences and/or seminars to our learning management system, EMS in the Spring of their second year. Similarly, courses DBUS 711, 813, and 822 correspond to the CCP. Students only need to submit their portfolio and presentation documents to EMS.

Credit Work Hours:

All students are required to complete for every hour of classroom or direct faculty lecture, a minimum of two hours of outside classroom work. As ITU courses are 3 credit hours, they require 135 work hours. Out of the 135 hours, 45 hours are toward in-class work lectures and 90 hours are toward out-of-class work, which can be in the form of working on a group project, group assignments, etc.

Based on the calculation of credit work hours, students are required to complete a minimum of two (2) hours outside of each classroom work hour.

Residencies

This DBA program requires candidates to complete four (4) in-person residencies for a period of one (1) or two (2) weeks each. The residencies will be conducted at ITU in the United States. Students requiring special accommodations (e.g. sign language interpreters, mobility assistance, etc.) can be catered to, with advance notice.

In general, the residencies present a golden opportunity for candidates to interact with their cohort group, and with their faculty in person. It also helps facilitate the gathering of critical information that will help students at various stages of the program. It is an integral part of the DBA coursework, and enables students to gain feedback that eventually leads to successful outcomes in their doctoral journey.

Structure and Timing

We understand that it is difficult to take time away from work and family priorities. Therefore, in order to make the planning process easier, please refer to the section above titled “Residencies” for timing of residencies.

The first residency will serve as an orientation to introduce students to the DBA program. In this residency, students will also start DBUS 800, and DBUS 802. Students will also have the opportunity to discuss their ideas and brainstorm with their faculty about their contributions to the field of business research, and their Culminating Experience (CE). As a result, having the face-to-face time with their peers and faculty mentors will be crucial in developing a successful candidate portfolio, coursework, and the CE.

In the second residency, students will complete DBUS 700, and DBUS 810. They will also start working on DBUS 804, and DBUS 821. Students will present their second CCP in DBUS 813. As students progress to this second residency, they will have the opportunity to discuss their research proposal and elements of their research with the panel and their cohort group.

In the third residency, students will complete DBUS 812, and DBUS 701. They will start working on DBUS 820. They will also continue working on their chosen CE (DBUS 901/902/903 – 1, 2). Students will present their final CCP in DBUS 822. The presentation culminates in a pass/no pass decision from the panel to progress the candidate towards their culminating experience.

In the final residency, students will defend their final chosen doctoral capstone to their Doctoral Committee. For successful candidates, ITU will conduct an informal graduation ceremony.

Format and Activities

All four (4) residencies will be structured in a conference style. Prior to the residency, students will need to complete certain preparatory materials in the blended learning format. Peer reviews, presentations, discussions, simulations and group activities are a few of the activities that students will undertake during their face-to-face time during the residencies.

Other topics covered during the residencies include (but are not limited to) identifying and selecting research problems, conducting a literature review, developing research questions, selecting the appropriate research design, developing a plan for research.

Assistance

At each juncture, the DBA program enables students to get the best of the resources that ITU has at its disposal.

Faculty and Mentors/Advisors are among the primary sources of assistance during the candidate's doctoral journey. Faculty are seasoned experts in their fields and they are available online and in-person (during residencies) to help students with identifying and developing their areas of research.

ITU's Research Librarian and Staff have developed several resources that are helpful to DBA candidates. They are also available by appointment (via email, in-person, or online) to answer questions about accessing library databases, research articles, books, and much more.

Transfer Credits

ITU Business Department will accept up to 12 credit hours to be transferred from Doctoral Programs from an accredited university. The transfer credits will be contingent upon an assessment of fit with ITU's DBA curriculum. The Chair of the Business Department will make the decision and approve the transfer credits.

Technological Requirements

As part of their doctoral study, students are required to bring their own personal laptop. Students will need to have word processing software such as Microsoft Word installed on it. In addition, students will require presentation and data analysis software such as Microsoft PowerPoint, and Microsoft Excel respectively. In addition, as part of coursework, students will be required to install statistical analysis software such as SPSS, and/or run code (in languages such as R/Python) for data analytics purposes. In addition, students will need to ensure that their personal laptops are video/audio capable. This capability will be required during and after residencies.

Expectations of students and faculty

1. **Student Expectations:** Doctoral students and candidates are required to be familiar with and comply with the ITU policies and procedures. These are

outlined in the [Student Catalog and Handbook](#). In general, doctoral students are required to display the highest levels of academic honesty, and personal accountability.

2. **Faculty Expectations:** Faculty teaching in the DBA program embodies the best of academia, research, and industry experience. They are required to provide timely, constructive feedback, and critique of their doctoral students' submissions. As doctoral capstone advisors, doctoral committee members, and/or panel members, faculty is required to mentor students with the view to elicit the best possible research outcomes.

Role of Advisors and Mentors

Every student will be assigned a faculty advisor and a mentor at the start of the program.

- a. 2 members committee – faculty and a mentor
- b. Faculty is chosen from among the DBA faculty members with industry and academic experience. Faculty is responsible for verifying the standards and format/structure of the Comprehensive Candidacy Portfolio (CCP) course.
 - i. Mentor(s) may be internal or external specialists in specific business area such as Marketing, Accounting, Finance, Management, Information Systems, etc. Students may choose their mentor.
 - ii. Faculty vs. Mentor roles - The faculty will be responsible for the academic and quality of the student's CCP and Culminating Experience (CE). The mentor is responsible purely and solely for the authenticity and validity of the content of the student's CCP and CE work.
- c. Both the faculty and the mentor will ensure that the candidate's CCP will lead to a high quality output in the CE course.
- d. Composition of panel – consists of faculty and/or mentors who will attend the presentations of the candidates that will eventually lead to advancement to the CE or not.
- e. Qualifications of faculty and mentors:
 - i. All faculty should have a doctoral degree
 - ii. All mentors should have qualifying industry experience in the area of advising and relevant professional/industrial

certifications. Mentors who possess a doctoral degree are preferred, but this is not mandatory.

ITU follows the experience guidelines and calculations of the United States Citizenship and Immigration Services (USCIS): three (3) years of industry experience equals one (1) year of university level coursework. Based on this calculation, mentors with a Master's degree should have at least nine (9) years of industry experience and, mentors with just a Bachelor's Degree should have at least twelve (12) years of industry experience.

Institutional Review Board (IRB) And Human Subject Protection

As DBA candidates progress through their doctoral capstones, a few key considerations must be given to methodology, site selection, and data collection, among others. This may involve human subjects and ethical conduct in the process of involving human subjects. It is important that human subjects are protected during such research participation.

In addition, doctoral capstones involving human subjects, conducted at educational institutions are required to be in compliance with federal regulations. ITU's IRB, in accordance with federal regulations, reviews all research involving human subjects for compliance with applicable regulation and other best practices. This includes the DBA research proposals, prior to the data collection stage. Candidates are urged to understand their obligations in relation to their interactions with human subjects and the IRB by reviewing the [ITU IRB Handbook](#).

Teaching Recommendation

The candidate is recommended to teach at least one regular course in order to demonstrate teaching capability. The teaching assignment must be completed before the dissertation defense.

Terminal Master Degree

Students who complete the coursework, but do not pass either the proposal, or the doctoral capstone defense, will receive a Terminal Master degree. The Terminal degree is usually found in professional fields, or academic areas where research is not the priority. This is similar to the term "All But Dissertation" (ABD) used by other institutions.

Glossary of terms and Definitions

Term	Expansion
ACBSP	Accrediting Council for Business Schools and Programs. ITU's MBA and DBA programs have received the ACBSP accreditation as at April 2017.
Accreditation	A process of ensuring that degree programs within the institution meet externally recognized quality standards of program delivery, and outcomes.
Advisory Committee	A committee of at least three (3) faculty members with appropriate doctoral degrees, and an external mentor with subject matter and industry expertise, will be assigned. The advisory committee also may serve as the Doctoral Committee, and/or the CCP Panel
APA	American Psychological Association
Blended learning format	Learning modality to describe the predominant use of traditional on-campus teaching with some online collaboration between peers in a class, and students with faculty.
CCP	Comprehensive Candidacy Portfolio. This describes a specific milestone in the ITU DBA student's learning journey, where they collate and present information pertaining to their academic and professional credentials, DBA coursework, and their alignment with the student's research interests for the Doctoral Capstone process.
CCP Panel	Comprehensive Candidacy Portfolio Panel. A panel chosen to assess the DBA student's readiness to progress to the CE. The composition may be the same as the Doctoral Committee and/or the Doctoral Committee Panel.
CE	Culminating Experience. It describes the ultimate goal in a DBA student's journey through the degree program. After successfully passing the CCP, students work on their chosen doctoral capstone (either Dissertation, or a Project, or three publishable papers). The CE also comprises a presentation of the capstone proposal, and a final dissertation defense to a Doctoral Committee.
CLOs	Course Learning Outcomes
CV	Curriculum Vitae
DBA	Doctor of Business Administration
DBUS	A prefix used specifically for all courses offered under the DBA program.
Doctoral Capstone	Used to define the three (3) distinct options DBA students have to pursue their business research. The three available options are the Research option, which is similar to a traditional dissertation, or a Project, which aims to resolve a current problem within an organizational context, or Three Publishable papers. All capstone options are similar in terms

	of their academic rigor.
Doctoral Capstone Committee	A group of selected individuals who supervise a student's doctoral capstone. At ITU, this committee comprises faculty members/advisors, subject matter experts, and/or external mentors.
EMS	Educational Management System. This is the equivalent of Learning Management Systems in the industry. Please refer to graphical representation of systems at ITU.
GMAT	Graduate Management Admission Test
GPA	Grade Point Average
GRE	Graduate Record Examinations
IELTS	International English Language Testing System
ILOs	Institutional Learning Outcomes
IRB	Institutional Review Board
ITU	International Technological University
Mentor	For purposes of ITU's DBA, a mentor is typically separate from an advisor. A mentor is a subject matter expert from the industry. This mentor will provide specific advise on the area of the DBA student's research.
NIH	National Institute of Health
PHRP	Protecting Human Research Participants
PLOs	Program Learning Outcomes
Q&A	Question and Answer. Used to refer to the oral defense section of the Doctoral Capstone Research.
Residency	Planned time, during the program for students in the global model DBA program to meet in person with each other and their faculty to undertake parts of the DBA coursework. At ITU, the requirement is for 3 in-person residencies.
SPSS	Statistical Package for the Social Sciences. This is statistical software offering advanced statistical analysis, a vast library of machine learning algorithms, text analysis, open source extensibility, integration with big data and seamless deployment into applications.
Terminal Degree	This term may be used to indicate one of the following: <ul style="list-style-type: none"> • The highest degree that can be earned in a specific academic and/or professional fields; OR complete • A degree that is earned when a student fulfills partial doctoral coursework requirements, but does not progress to the CE.
TOEFL	Test of English as a Foreign Language
WASC	Western Association of Schools and Colleges