The Doctor of Business Administration (DBA) degree develops applied research skills, subject mastery in data analysis, and theoretical business frameworks to efficiently solve complex business problems. The DBA's 54-credit-hour curriculum enables managers in mid- and upper-level positions to be able to identify, integrate, and utilize relevant information to make informed evidence-based decisions. The DBA program offers experienced business professionals the unique opportunity to develop an advanced decision-making mindset that can be applied in a broad range of business areas.

Application Requirements

The items listed below are required for admission consideration for applicable semesters of entry during the current academic year. Submission instructions, additional details, and changes to admission requirements for semesters other than the current academic year can be found on The Graduate College's website (http://www.gradcollege.txstate.edu). International students should review the International Admission Documents page (http://mycatalog.txstate.edu/graduate/admission-documents/international/) for additional requirements.

In addition, applicants must submit:

- completed online application
- $55 non-refundable application fee

or

- $90 non-refundable application fee for applicants with international credentials
- completion of a bachelor's and master's degree in a business-related area from an accredited college or university (In rare circumstances, an applicant with a significant amount of management and leadership experience may be admitted without a master's degree.)
- seven years or more of professional business experience
- official transcripts from **each institution** where course credit was granted
- competitive GPA
- GRE or GMAT not required
- resume/CV outlining education, professional and technical achievements, scholarships/grants, publications/presentations, other accomplishments.
- statement of purpose outlining the applicant's personal history and goals that are relevant to obtaining this doctoral degree
- three letters of recommendation evaluating the applicant's skill and potential in this degree program

TOEFL, PTE, or IELTS Scores

Non-native English speakers who do not qualify for an English proficiency waiver:

- official TOEFL iBT scores required with a 78 overall and minimum individual module scores of
- 19 listening
- 19 reading
- 19 speaking
- 18 writing
- official PTE scores required with a 52 overall
- official IELTS (academic) scores required with a 6.5 overall and
- minimum individual module scores of 6.0
- official Duolingo scores required with a 110 overall
- official TOEFL Essentials scores required with an 8.5 overall

This program does **not** offer admission if the scores above are not met.

Additional Information

A committee including the doctoral program director will conduct a holistic review of all applications. Applicants are independently reviewed and ranked by each member of the committee based on a defined set of criteria. The committee then meets to discuss the top-rated applicants, possibly eliminating some, and to come up with a final list of top-ranked applicants for interviewing. Based on the results of the interview, the committee re-ranks the applicants and produces a final list for admission.

Degree Requirements

The Doctor of Business Administration (D.B.A.) degree with a major in Business Administration requires 54 semester credit hours.

Any student enrolled in a graduate degree program in the McCoy College of Business Administration can earn no more than two grades of C or lower. Even if the grade of C or lower was replaced with a higher grade as a result of repeating the course, the original grade counts as a "strike" under this policy. Upon earning the third C (or lower), the student is automatically placed on academic suspension and permanently dismissed from the degree program without any possibility of readmission to their program or another degree program in McCoy College. The 3 C Policy takes precedent over probationary status. If a student earns a third C, they are automatically dismissed from their program permanently; even if probation does not occur.

Course Requirements

Code	Title	Hours
Required Courses		
B A 7301	Business Research Foundations	3
B A 7302	Business Research Methods I	3
B A 7303	Business Research Methods II	3
B A 7304	Business Analytics Research	3
B A 7305	Applied Econometrics	3
B A 7306	Experimental Design and Survey Methods	3
B A 7310	Organizational Theory and Group Dynamics	3
B A 7311	Analysis of Corporate Policy	3
B A 7360	Dissertation Design and Proposal	3
B A 7312	Global Business Issues	3
or B A 7313	Decision Making under Uncertainty	
Prescribed Electives		
Choose 9 hours from the following:		9
B A 7351	Research Seminar in Analytics	
B A 7353	Strategic Marketing Analysis and Applications	
B A 7354	Natural Language Processing in Business and Finance	
B A 7355	Accounting Analytics for Decision Making	
B A 7356	Human Resource Management Analytics	

Dissertation		
Choose a minimum of 15 hours from the following:		15
B A 7199	Dissertation	
B A 7299	Dissertation	
B A 7399	Dissertation	
B A 7599	Dissertation	
B A 7699	Dissertation	
B A 7999	Dissertation	
Total Hours		**54**

Students will advance to candidacy after they have completed all required and elective course work (except for dissertation credit hours) and successfully defended their dissertation proposal. Once all requirements are met, the doctoral program director will forward the Application for Advancement to Candidacy form to the Dean of The Graduate College for review and approval.

A minimum GPA of 3.0 on all coursework undertaken in the doctoral program is required for admission to candidacy. Grades below a B on any graduate coursework cannot be applied toward the doctoral degree. Incomplete grades must have been cleared before approval for advancement to candidacy can be granted. No credit will be applied toward a student's doctoral degree for coursework completed more than five years before the date on which the student is admitted to candidacy. This time limit applies to course credit earned at Texas State as well as course credit transferred to Texas State from other institutions.

All doctoral students must complete a dissertation that consists of original research and demonstrates mature scholarship and critical judgment in addition to familiarity with tools and methods in the chosen area. The dissertation project must adhere to the dissertation proposal and cover the topic approved by the student's dissertation committee.

After being admitted to candidacy, students must be continuously enrolled for dissertation hours each semester until the defense of their dissertation. At least 15 semester credit hours of dissertation research must be taken after having advanced to candidacy. All candidates for graduation must be enrolled in dissertation hours during the semester in which the degree is to be conferred, even if they have already satisfied the minimum dissertation hours.

Once the dissertation has been completed, a final exam (referred to as the dissertation defense) on the dissertation must be conducted. The dissertation defense cannot be scheduled until all other academic and program requirements have been fulfilled. A complete draft of the dissertation must be given to the members of the dissertation committee at least one month before the defense. However, students are highly encouraged to provide drafts earlier so that the committee members can provide feedback, which the student, in consultation with the dissertation advisor, will address in later drafts to ensure that the dissertation is defendable, and each committee member is satisfied before the dissertation defense takes place.

The dissertation defense consists of two parts. The first part is a public presentation of their dissertation research. The second part of the defense immediately follows the public presentation. It is restricted to participation of the student's dissertation committee and entails an oral examination of the dissertation research. Approval of the dissertation requires positive votes from the student's dissertation advisor and from the majority of the remaining members of the dissertation committee.

Notice of the defense presentation will be publicly posted at least two weeks in advance.

If the dissertation defense is not approved, the student will have the option of taking a second and final dissertation defense in the following semester. Students who do not pass the dissertation defense the second time will be dismissed from the program.

The results of the dissertation defense must be recorded in the Dissertation Defense Report Form and submitted to The Graduate College before the Dean of The Graduate College can give final approval of the dissertation. This form can be downloaded from The Graduate College's website. The student must submit his/her dissertation to The Graduate College for final approval. The guidelines for submission and approval of the dissertation can be obtained from The Graduate College.

Ideally, students will successfully complete the dissertation defense by the time 54 semester credit hours have been accrued. The doctoral program will review each student annually to ascertain his/her progress towards the degree and will consult the student's dissertation advisor and dissertation committee on this matter as needed. Any student who does not pass the dissertation defense by the time 66 semester credit hours have been accrued will be dismissed from the program.

Courses Offered

Doctoral level courses in Business Administration: B A (p. 2)

Business Administration (B A)

B A 7199. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 7299. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 7301. Business Research Foundations.
This course introduces students to research design theory, methodology, and its application in empirical business research. It focuses on both theoretical comprehension of research methods and practical skills for conducting research. The primary aim is to equip students with essential knowledge and skills for designing and evaluating research projects. Topics taught include positivism vs. interpretivism, quantitative and qualitative research distinctions, critical research literature evaluation, formulating research questions, study design, and effective findings communication. This course lays the groundwork for students to conduct rigorous and impactful research within business administration.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7302. Business Research Methods I.
This course provides a comprehensive introduction to quantitative research methodologies, focusing on the application of statistical tools for construct measurement, sampling techniques, regression analysis, multivariate statistics, and structural equation modeling. Through a systematic exploration of these key areas, students will develop the skills necessary to analyze and interpret quantitative data. The course equips participants with the knowledge to apply these methods in various academic and professional fields, emphasizing the critical role of quantitative analysis in informed decision-making. Corequisite: B A 7301 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7303. Business Research Methods II.
This course will introduce qualitative research methods (e.g. case study, action research, ethnography, grounded theory) to conduct applied qualitative research. The course will focus on understanding the practical application of the methods and tools and techniques to conduct applied qualitative research. Prerequisite: B A 7301 and B A 7302 both with grades of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7304. Business Analytics Research.
This course will introduce data-driven, evidence-based approaches to decision making. Topics include use of data analytic tools for data manipulation and the development of diagnostic, predictive, descriptive, and prescriptive analytics models. Prerequisite: B A 7301 and B A 7302 and B A 7303 all with grades "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7305. Applied Econometrics.
This course provides middle- and upper-level business professionals with a diverse set of econometric, statistical, and forecasting tools, enabling them to adeptly handle complex business problems and make well-informed business decisions. We will apply a wide range of advanced statistical methods to explore the patterns of empirical data and make inferences and predictions about business decisions. Emphasis will be given to the proper use of different econometric methodologies and the interpretations of estimation results. Topics covered include simple and multiple linear regressions, hypothesis testing, model diagnosis, discrete outcome models, regressions with time series data, and panel data models. Prerequisite: B A 7301 and B A7302 and B A 7303 and B A 7304 all with grades of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7306. Experimental Design and Survey Methods.
This course will focus on the methods and applications of survey, quasi-experimental and experimental research methods. Topics will include construct development, hypotheses development, research design (e.g. factorial designs), instrument design (e.g. manipulations), statistical techniques for analyzing data, interpreting results and ethical considerations. Prerequisite: B A 7301 and B A 7302 and B A 7303 all with grades of a "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7310. Organizational Theory and Group Dynamics.
This course will focus on the structure and behavioral dynamics of complex organizational systems, particularly as they relate to small groups. Students will review extant research that may include systems theory, change management, stages of group development, intragroup/intergroup behavior, sources of power and influence, effective group facilitation, optimization of group performance, and management of virtual groups. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7311. Analysis of Corporate Policy.
This course will focus on measurement and analysis of an integrated view of corporate operations within an organization. This course will also provide the tools to frame opportunities and challenges and gain actionable frameworks for defining and driving innovative corporate strategies for sustainable growth. Students will review extant research on corporate policy development and the behavioral effects of policy and innovation.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7312. Global Business Issues.
This course provides a rigorous foundation for managing an enterprise that operates in a global economy. This course integrates global economic issues module and global strategic issues module to provide a comprehensive understanding of macroeconomic concepts and models for analyzing the global environment in which managers of the multi-national enterprises need to make business decisions and develop strategies for diversification, vertical integration, global expansions, etc. The role of technology, supply chain, and government policies in affecting the economic and business conditions will be assessed.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7313. Decision Making under Uncertainty.
This course examines how decisions are made under conditions of uncertainty. It introduces methods used by policymakers, managers, and analysts to support decision-making, and discusses the concepts of decision making under uncertainty. Students will learn how to model complex business problems that involve uncertainty and risk using various methods. The course covers analytical models such as Inductive Judgment, Heuristics and Decision-making, Inferential Reasoning, Decision Tree, Stochastic Optimization, Simulation & Optimization, and Dynamic Optimization. Examples are drawn from a variety of industries (e.g., transportation, energy, health care, manufacturing, supply chain management) where decision making methods provide value. Prerequisite: B A 7301 and B A 7302 and B A 7303 and B A 7304 and B A 7305 and B A 7306 all with grades of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7351. Research Seminar in Analytics.
This course provides students with the opportunity to learn about applied research in analytics by interacting directly with the leading scholars and practitioners in the field. Students will also read and discuss some of the founding works in analytics.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7353. Strategic Marketing Analysis and Applications.
This course focuses on topics pertaining to marketing strategy, such as value creation, marketing capabilities, buyer-seller relationships, branding, marketing mix, sales force and channel relationships, market performance, and competitive advantage. Emphasis will be on evaluating and applying theory, frameworks, research methodologies, and analytical techniques to develop insights on complex marketing problems.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7354. Natural Language Processing in Business and Finance.
This course will focus on large language models and their applications in financial markets. Students will review the algorithms most used in natural language processing and how they are impacting financial markets, from chatbots to investment advice.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Graduate Assistantship
Grade Mode: Standard Letter

B A 7355. Accounting Analytics for Decision Making.
This course will focus on concepts and issues for using data analytics in accounting-related decision making. Students will learn about the optimal strategies for using data in complex business judgments Particular emphasis will focus on judgments related to ensuring accurate financial reporting. Students will leverage this understanding when using software packages to analyze business data. Topics will include fraud detection techniques, process mining for internal control evaluation, spatial modeling, and decision-trees.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7356. Human Resource Management Analytics.
This course will provide the foundation for applied research in human resource analytics. Students will apply statistical models to modern human resource issues and develop prescriptive plans for dealing with situations that generate such data. Additionally, the course will cover conceptual issues of concern to human resource professionals and challenges pertaining to the management of human capital. Prerequisite: B A 7301 and B A 7302 and B A 7303 all with grades of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7360. Dissertation Design and Proposal.
The purpose of this course is to prepare students for their dissertation proposal. Students identify an original, business-relevant research question, review the relevant literature, develop hypotheses, determine appropriate research methods to evaluate the research question, and learn how to manage the writing process. As a result, the framework of a dissertation proposal is developed. Additionally, a dissertation committee is formed.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 7399. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 7599. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 7699. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
6 Credit Hours. 6 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 7999. Dissertation.
This course consists of original research and writing in business administration to be accomplished under direct supervision of the dissertation advisor. While conducting dissertation research and writing, students must be continuously enrolled each long semester.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit