



CAPELLA UNIVERSITY

Doctor of **Business Administration** (DBA)
with a specialization in

Strategy and Innovation

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The Accreditation Council for Business Schools & Programs (ACBSP) has accredited Capella University business programs and select specializations. For full accreditation statement and the list of accredited programs and specializations, go to www.capella.edu/university-accreditation/.

The DBA Strategy and Innovation specialization provides learners with a theoretical and practical orientation to the strategies organizations use to create and sustain innovations and compete in today's business environment. The curriculum emphasizes evidence-based practices for analyzing global trends and competitive information, seeking innovation opportunities, developing breakthrough strategies, and creating an organizational environment that enables innovation and change. Learners explore trend analysis and foresight planning; processes for identifying risks and innovation opportunities; and strategies for building continued organizational innovation, sustainability, and adaptation. Successful completion of this specialization prepares learners to lead, consult, or teach in the area of organizational strategy.

This specialization is offered in the GuidedPath delivery model.

This guide is intended to provide an overview of the specialization and is subject to change. Your enrollment counselor can provide updates, details, and Capella's official *University Catalog* that specifies your program requirements.

Career Information

Capella's Career Center proactively assists learners and alumni in developing and implementing their unique career management goals. The Career Center staff is committed to helping you move forward in your career.

RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Corporation
- Consulting firm
- Nonprofit organization
- Government—local, state, federal
- Community college
- Land-based or online college or university
- Non-governmental organization
- Manufacturing
- Health care organization
- Retail
- Insurance firm
- Small business

RELATED JOB TITLES TO EXPLORE*

- Chief executive officer
- President
- Vice president
- Director
- Business consultant
- Adjunct or part-time faculty (practitioner-focused teaching)
- Director of strategy
- Director of strategy and operations
- Chief innovation officer

SPECIALIZATION OUTCOMES

- Assess the information needs for effective strategy and innovation and identify, access, and collaborate on the appropriate sources for that information
- Integrate data needed to support evidence-based strategy and innovation
- Analyze information gathered for strategy and innovation using the appropriate research techniques
- Demonstrate ethical, effective, and sustainable approaches to strategy and innovation

*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.

Curriculum

ADMISSION REQUIREMENTS

Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution

Grade point average of 3.0 or higher on a 4.0 scale

Capella's DBA provides a global perspective to business leadership, including the opportunity to participate in an international field experience designed to provide multinational networking opportunities, increased cultural literacy, and a global operations learning experience.

- 17 required for-credit courses
- Required non-credit DBA mentor courseroom course (taken a minimum of eight times)
- Total program credits: 82 quarter credits

RESIDENCY REQUIREMENTS

Three four-day residencies.

CORE COURSES

DB8002	Introduction to Doctoral Studies in Business	6 quarter credits
DB-R8921	DBA Residency Track 1 [†]	2 quarter credits
DB9940*	DBA Mentor Courseroom [‡]	non-credit
DB8010*	Leadership with Integrated Coaching	6 quarter credits
DB8020*	Research Foundations	6 quarter credits
DB8030*	Global Operations [†]	6 quarter credits
DB8040*	Financial Decision Making	6 quarter credits
DB-R8922*	DBA Residency Track 2 [†]	2 quarter credits
DB8055*	Research Design and Methodology	6 quarter credits
DB8065*	Contemporary Issues Impacting Organizational Success	6 quarter credits
DB8075*	Marketing in a Connected World	6 quarter credits
DB-R8923*	DBA Residency Track 3 [†]	2 quarter credits

SPECIALIZATION COURSES

BMGT8130*	Foresight: Anticipating the Future	4 quarter credits
BMGT8132*	Identifying Opportunities for Innovation	4 quarter credits
BMGT8134*	Competing with Disruptive Innovation	4 quarter credits
BMGT8136*	Building an Innovation Strategy	4 quarter credits

Upon completion of all required coursework, learners must register for DB9921 a minimum of two times to fulfill their program requirements.

DB9921*	Dissertation with Project Mentoring	6 quarter credits
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*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

[†]Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with this course.

[‡]Learners must register for DB9940 each quarter. Learners who receive an "NS" (Not Satisfactory) grade in DB9940 are required to register for DB9940 concurrently with DB9950, in their next quarter of registration. Learners are not able to register in any course other than DB9940 while registered in DB9950. Learners must complete these two courses concurrently, prior to progressing to the next sequenced course in the program.

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.

Core Course Descriptions

DB8002 Introduction to Doctoral Studies in Business

6 QUARTER CREDITS

This course presents an introduction to strategies for success in doctoral studies with attention to becoming a doctoral level writer and researcher in business. The course assists learners in making the transition from being intelligent consumers of research to producers of useful applied research. An overview is provided of the nature of business administration and how businesses operate as a system to produce products or services. **For DBA learners only. Must be taken during the learner's first quarter. Cannot be fulfilled by transfer.**

DB8010 Leadership with Integrated Coaching

6 QUARTER CREDITS

This course presents learners with the leadership, self development, and coaching theories and practices needed to enhance personal and organizational systems leadership. Learners analyze organizations as systems and evaluate the ways they affect the organization in terms of ethical leadership, innovation, and talent development. Learners also continue to take an active role in their evolution as leaders. **For DBA learners only. Prerequisite(s): DB8065, DB-R8922.**

DB8020 Research Foundations

6 QUARTER CREDITS

This course introduces learners to the fundamental principles, concepts, and methodological approaches of applied business research, including ethical considerations. Learners examine the process of translating management problems to research purpose statements and research questions, including how to incorporate theoretical frameworks into their research. Finally, learners review different approaches to help create literature reviews in support of business research. **For DBA learners only. Prerequisite(s): DB8002 or DIT8004; DB-R8921. Cannot be fulfilled by transfer.**

DB8030 Global Operations

6 QUARTER CREDITS

This course presents a global perspective of company operations and the field-related and academic theories, paradigms, and best practices associated with the current global operations environment. Learners examine integrated global operations functions, including design, logistics, quality, technology, access to customers, human resources, and supply chain management. **For DBA learners only. Prerequisite(s): DB8050 or DB8055. Cannot be fulfilled by transfer.**

DB8040 Financial Decision Making

6 QUARTER CREDITS

This course presents the ways financial theory and practice can be applied to increase the quality of organizational financial decision-making. Learners focus on financial theory, tools, and techniques and how they are used to advance the ethical development and performance of the firm. Learners also analyze internal and external data in support of evidence-based decision-making and strategic design. **For DBA learners only. Prerequisite(s): DB8030. Cannot be fulfilled by transfer.**

DB8055 Research Design and Methodology

6 QUARTER CREDITS

Learners in this course build upon the research foundations covered in DB8020 by engaging in the tasks associated with choosing a research design and methodology. Learners study how to develop population boundaries, sampling frames, and sampling techniques, as well as how to create researchable hypotheses and propositions, data collection and analysis strategies, and the use of instrumentation. Learners present evidence to justify the reliability and validity of instrumentation and theoretical frameworks and also present major ethical issues and risks in business research, including ways to mitigate these risks. **For DBA and DIT learners only. Prerequisite(s): DB8020, DB-R8921. Cannot be fulfilled by transfer.**

Capella's international experience is an optional trip for learners registered for DB8030 designed to provide multinational networking, increased cultural literacy, and a global operations learning experience. Contact an enrollment counselor to learn more.

DB8065 Contemporary Issues Impacting Organizational Success 6 QUARTER CREDITS

In this course, learners assess some of the critical and current challenges facing businesses and organizations from a multi-function and triple bottom line perspective. This includes attention to social objectives such as corporate responsibility and ethics, and environmental objectives such as sustainability in enterprise, within a profit context. Learners also examine the influences on organizations from geo-political events, rapid technological development that drives innovation, competition for natural resources, and the interaction of culture and diversity in the work environment. Finally, learners discuss emerging trends and key issues within the context of successful tactical and strategic solutions for organizational success. **For DBA learners only. Prerequisite(s): DB8040, DB8070 or DB8075; DB-R8922.**

DB8075 Marketing in a Connected World 6 QUARTER CREDITS

In this course, learners examine how marketing helps organizations match products and services with the needs, wants, and desires of its customers and prospects. Learners take a global perspective to designing marketing programs which create and add value to customer-client relationships. Learners develop skills to succeed in a digitally connected global economy and examine theories and concepts in consumer science, relationship marketing, services marketing, digital and social media marketing, innovation, and strategic marketing. To connect theory to practice, learners review cases and study the evolution of the marketing mix and its relevance in a digitally driven global economy. **For DBA learners only. Prerequisite(s): DB8040. Cannot be fulfilled by transfer.**

DB9940 DBA Mentor Courseroom NON-CREDIT

This course provides a milestone framework to assist learners in developing and completing a five-chapter DBA dissertation. In the course, mentors guide learners through discussion, feedback, and use of supporting resources as the learners progress toward completion of their dissertation. **For DBA learners only. Grading for this course is S/NS. Learners must register for this course each quarter. Cannot be fulfilled by transfer.**

DB9950 Dissertation Competency Development 4 QUARTER CREDITS

This course provides assistance to learners experiencing difficulty in achieving milestone success as they approach approval of their dissertation proposal. Learners, their mentor, and the course faculty member use a focused competency assessment to create a development plan that informs and supports an agreement describing the course activities and outcomes necessary to complete this course and satisfy specific scholarly competencies. **For DBA learners only. Special permission is required for registration. Grading for this course is S/NS. May be repeated for credit. Cannot be fulfilled by transfer.**

Specialization Course Descriptions

BMGT8130 Foresight: Anticipating the Future 4 QUARTER CREDITS

Learners in this course study the ways organizations proactively anticipate and plan for future growth opportunities. Learners examine the scanning tools and technologies organizations use to develop meaningful information about the future environment; models for understanding and analyzing global trends; and new lenses for scanning, synthesizing, and analyzing strategic and competitive data. **Prerequisite(s): PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

BMGT8132 Identifying Opportunities for Innovation 4 QUARTER CREDITS

In this course, learners examine the methods and collaborative processes organizations use to identify opportunities for innovation, including scenario planning and future visualization techniques. Learners also explore ways to identify risk, develop contingency plans in light of disruptive change, and communicate and disseminate those risks and plans. **Prerequisite(s): PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

BMGT8134 Competing with Disruptive Innovation

4 QUARTER CREDITS

This course presents the disruptive innovation strategies organizations use to lead the competition. Learners examine ways to reinvent industry competition and move beyond the concept of competitive strategy to developing breakthrough strategies and value innovation. **Prerequisite(s): DBA learners must have completed DB8130 and DB8132, or BMGT8130 and BMGT8132. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

BMGT8136 Building an Innovation Strategy

4 QUARTER CREDITS

In this course, learners examine the ways organizations build innovation strategies to enhance organizational sustainability and adaptation. Learners analyze the organizational elements that support a culture of innovation and change and the development of idea-generation systems, flexible processes, governance structures, and evaluation metrics. **Prerequisite(s): DBA learners must have completed DB8130 and DB8132, or BMGT8130 and BMGT8132. PhD in Business Management learners must have completed BMGT7086, BMGT8006, BMGT8030. Cannot be fulfilled by transfer.**

Residency Course Descriptions

DB-R8921 DBA Residency Track 1

2 QUARTER CREDITS

In the first residency, learners review the DBA program and dissertation process associated with learner competencies, milestone achievements, mentor facilitation, and university policies and procedures. Learners also examine the scholarly writing skills needed for the dissertation and participate in writing skills assessments and skill development exercises. **For DBA learners only. Cannot be fulfilled by transfer.**

DB-R8922 DBA Residency Track 2

2 QUARTER CREDITS

In the second residency, learners review the school guidelines for developing and writing Chapters 1 and 2 of the dissertation, identify and discuss common problems and practices of mentor approval, and examine various research methods appropriate to use in gathering data for their proposed topic. Learners assess their progress in constructing Chapters 1 and 2 and develop a strategy for completion. **For DBA learners only. Prerequisite(s): DB8050 or DB8055, DB-R8921. Cannot be fulfilled by transfer.**

DB-R8923 DBA Residency Track 3

2 QUARTER CREDITS

In the third residency, learners review the school guidelines for developing and writing Chapters 3, 4, and 5 of the dissertation and identify and discuss best practices for completion. Learners assess their progress in constructing Chapters 3, 4, and 5 and developing Chapter 3 into a final dissertation proposal. **For DBA learners only. Prerequisite(s): DB8040; DB-R8922. Cannot be fulfilled by transfer.**

Dissertation Course Description

DB9921 Dissertation with Project Mentoring

6 QUARTER CREDITS

Learners complete the required dissertation milestones and prepare their dissertation for publication. **For DBA learners only. Learners must register for this course a minimum of two times to fulfill their program requirements. Prerequisite(s): DB8010, DB-R8923, DB9910. Cannot be fulfilled by transfer.**

Course Sequence

Learners enrolled in this DBA specialization are required to take the courses in a prescribed sequence.

YEAR 1	COURSES	RESIDENCIES	
Q1	DB8002	Introduction to Doctoral Studies in Business	DB-R8921 DBA Residency Track 1
	DB9940	DBA Mentor Courseroom	
Q2	DB8020	Research Foundations	
	DB9940	DBA Mentor Courseroom	
Q3	DB8055	Research Design and Methodology	
	DB9940	DBA Mentor Courseroom	
Q4	BMGT8130	Foresight: Anticipating the Future	
	BMGT8132	Identifying Opportunities for Innovation	
	DB9940	DBA Mentor Courseroom	
YEAR 2	COURSES	RESIDENCIES	
Q5	DB8030	Global Operations	DB-R8922 DBA Residency Track 2
	DB9940	DBA Mentor Courseroom	
Q6	DB8040	Financial Decision Making	
	DB9940	DBA Mentor Courseroom	
Q7	BMGT8134	Competing with Disruptive Innovation	
	BMGT8136	Building an Innovation Strategy	
	DB9940	DBA Mentor Courseroom	
Q8	DB8075	Marketing in a Connected World	
	DB9940	DBA Mentor Courseroom	
YEAR 3	COURSES	RESIDENCIES	
Q9	DB8065	Contemporary Issues Impacting Organizational Success	DB-R8923 DBA Residency Track 3
	DB9940	DBA Mentor Courseroom	
Q10	DB8010	Leadership with Integrated Coaching	
	DB9940	DBA Mentor Courseroom	
Q11	DB9921	Dissertation with Project Mentoring	
	DB9940	DBA Mentor Courseroom	
Q12	DB9921	Dissertation with Project Mentoring	
	DB9940	DBA Mentor Courseroom	

Residency fees, leadership coaching, and mentoring are included in tuition.

Digital course materials covered by the quarterly resource kit fee offer advantages such as immediate mobile access to books; fast, easy full-text search of materials; digital note-taking; and peer collaboration through note sharing.

There are many financial aid options available to help you offset tuition costs.

Contact an enrollment counselor at **1.888.CAPELLA (227.3552)** to discuss your financial aid opportunities.

Tuition and Fees

This tuition estimate is effective July 10, 2017, and is subject to change. For current pricing, visit the Capella University website at www.capella.edu.

	TUITION/FEE
Quarterly tuition (includes residency)*	\$4,720
Resource kit per quarter	\$175

*Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with DB8030, DB-R8921, DB-R8922, and DB-R8923.

Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- Capella scholarships
- External scholarships
- Veterans' educational benefits and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.

Academic Leadership

Rhonda Capron, EdD

Dean

Dr. Rhonda Capron is an accomplished leader with remarkable business acumen, extensive academic experience and professional relevance within the confluence of today's transformative marketplace. She brings a unique blend of background and experience to Capella as a seasoned executive and higher education leader with more than 15 years of experience successfully leading strategic initiatives and operations within high-tech businesses. She also has 10 years in higher education, including extensive, hands-on experience teaching; faculty and staff leadership; academic programming; curriculum development; and strategic planning. Dr. Capron joined Capella in 2016. She was previously the academic dean of the School of Business at University of Phoenix. Prior to that position, she held a number of academic leadership roles at William Jessup University in Rocklin, California. In addition she has an extensive background in both the business sector and the military. Rhonda was vice president of support services and software as a service at Oracle Corporation, and she served as the deputy director for operations within the Departments of Army and Energy.

Cheryl Bann, PhD

Associate Dean

Dr. Cheryl Bann is the associate dean of business in Capella's School of Business and Technology. She has worked with Capella since 2002, initially as adjunct faculty and then, beginning in 2004, as core faculty. Prior to joining Capella, Dr. Bann spent more than 30 years working in the corporate sector (at General Mills and Dain Bosworth), in government (at the Minnesota Trade Office), and in a private consulting practice. In addition, she possesses extensive international experience as a consultant on more than 45 USAID projects in 15 countries, as well as teaching experience at the bachelor's, master's, and doctoral levels. Dr. Bann's educational background includes a BA in Physiology and a BS in Business from the University of Minnesota–Twin Cities, an MBA from the University of St. Thomas, and both an MS in Instructional Design for Online Learning and a PhD in Organization and Management with a specialization in Leadership from Capella University. In 2006, Dr. Bann was a recipient of Capella's Harold Abel Distinguished Faculty award.

Freda Z. Hartman, PhD

Faculty Chair

Freda Z. Hartman serves as faculty chair for the Doctor of Business Administration degree program in the School of Business and Technology at Capella University. Her professional background includes over thirty years of experience in higher education, business and government. She has been active in programmatic, regional and national accreditation organizations during that time and has numerous publications in the fields of management and higher education administration. Her presentations at international and national conferences have spanned online teaching and learning, student success, and faculty development. Dr. Hartman has been the Dean of two business schools and led each school to successfully achieve global business programmatic accreditation. Dr. Hartman holds a PhD in Business Administration from the University of North Texas, an MBA in Management from Youngstown State University and a BS in Business Administration magna cum laude from Youngstown State University.

Move Forward with Capella University

Important Information about the educational debt, earnings, and completion rates of students who attended this program: http://capellaresults.com/assets/includes/gainfulemployment/cta/GE/GE15/doctoral/DBA_Strategy_Innovate_gedt.html.

WORKING SCHOLARS

Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the courseroom are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY

Our accreditation* is an assurance to students, employers, and the public that Capella University meets or exceeds established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE

Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others' ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.



CAPELLA UNIVERSITY

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225 South Sixth Street, Ninth Floor
Minneapolis, MN 55402

1.888.CAPELLA (227.3552)
www.capella.edu

*ACCREDITATION

Capella University is accredited by the Higher Learning Commission.

HIGHER LEARNING COMMISSION
<https://www.hlcommission.org>
800.621.7440

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